



# CITY OF GROVE

## 2040 COMPREHENSIVE PLAN

*Adopted April 20, 2021*

*Ordinance No. 800*





**ORDINANCE NO. 800**

**AN ORDINANCE ADOPTING THE COMPREHENSIVE PLAN UPDATE AND THE ACCOMPANYING FUTURE LAND USE MAP FOR THE CITY OF GROVE, DELAWARE COUNTY, OKLAHOMA AND SURROUNDING AREA; AMENDING PART 12, CHAPTER 2, ARTICLE B, SECTION 12-202C OF THE CITY CODE OF GROVE, OKLAHOMA, TO REFLECT THIS ORDINANCE AS THE ADOPTED COMPREHENSIVE PLAN; REPEALER; PROVIDING FOR SEVERABILITY; AND DECLARING AN EMERGENCY.**

**BE IT ORDAINED BY THE MAYOR, AND THE COUNCIL OF THE CITY OF GROVE, DELAWARE COUNTY, OKLAHOMA:**

**SECTION 1 PREAMBLE.**

That many citizens of the City of Grove have participated in the development of an updated Comprehensive Plan and Future Land Use Map, and that the Grove Planning and Zoning Commission has reviewed both the updated Comprehensive Plan and Future Land Use Map, and that a public hearing was held before the Grove Planning and Zoning Commission after advertisement as required by Oklahoma law.

**SECTION 2 RECOMMENDATION.**

That the Planning and Zoning Commission has recommended that the City Council adopt this Plan as the Comprehensive Plan for the future of Grove, Oklahoma.

**SECTION 3 AMENDMENT.**

That the City of Grove City Council does hereby amend the Part 12, Chapter 2, Article B, Section 12-202c of the City Code of Grove, Oklahoma to reflect this ordinance as the adopting ordinance for the City's Comprehensive Plan.

**SECTION 4 ADOPTION.**

That the City of Grove City Council does hereby adopt the documents labeled Exhibit "A" Comprehensive Plan Update and all maps, illustrations within the documents, and Exhibit "B" the Future Land Use Map, and Exhibit "C" the appendices, attached and incorporated by reference for all purposes, shall be the official Comprehensive Plan for the City of Grove, Delaware County, Oklahoma.

**SECTION 5 OFFICIAL COPY.**

That an official, true copy of the Comprehensive Plan Update and Future Land Use Map shall be kept on file in the office of the City Clerk of the City of Grove.

**SECTION 6 ELECTRONIC DISTRIBUTION.**

That the City Clerk will make available for electronic distribution over the City of Grove's website an electronic version of the Comprehensive Plan Update (without the appendices) and the Future Land Use Map.

**SECTION 7 REPEALER.**

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**SECTION 7 REPEALER.**

All ordinances or parts thereof which are inconsistent with the provisions of this ordinance are hereby repealed. To the extent that such ordinances or portions thereof not in conflict herewith, the same shall remain in full force and effect.

**SECTION 8 SAVING CLAUSE.**

Nothing in this ordinance hereby adopted shall be construed to affect any suit or proceeding now pending in any court, or any rights acquired, or liability incurred nor any cause or causes of action accrued or existing, under any act or ordinance repealed hereby. Nor shall any right or remedy of any character be lost, impaired or affected by this ordinance.

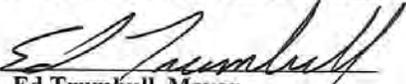
**SECTION 9 SEVERABILITY.**

If any one or more of the sections, sentences, clauses or parts of this Ordinance shall for any reason be held invalid, the invalidity of such section, clause or part shall not affect or prejudice in any way the applicability and validity of any other provision of this Ordinance. It is hereby declared to be the intention of the City Council that this Ordinance would have been adopted had such unconstitutional, illegal or invalid sentence, clause, section or part thereof not been included herein.

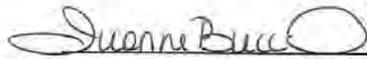
**SECTION 10 EMERGENCY DECLARED.**

It being necessary for the protection of the public peace and the health and safety of the citizens of City of Grove, Oklahoma, an emergency is declared to exist, and this ordinance shall become effective immediately upon its passage by the City Council.

**PASSED AND APPROVED BY THE MAYOR, AND CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA, ON THIS 20<sup>th</sup> DAY OF APRIL 2021.**

  
Ed Trumbull, Mayor



  
Ivonne Buzzard, City Clerk



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*“The best way to predict the future is to invent it.”*

— Immanuel Kent

## TECHNICAL ADVISORY COMMITTEE

Bill Keefer, City Manager, City of Grove

Debbie Bottoroff, Assistant City Manager/Planning & Zoning Administrator, City of Grove

Jack Bower, Public Works Director, City of Grove

Donnie Crain, Economic Chamber of Commerce President, City of Grove

Craig Criger, Building & Grounds Superintendent, City of Grove

Pat Dodson, Superintendent, Grove Public Schools

Deric Douthit, Utilities Superintendent, City of Grove

Calvin Igney, Building Inspector/Code Enforcement Officer, City of Grove

Mark Morris, Police Chief, City of Grove

Frank Close, Emergency Management Director, Delaware County

Mike Reed, Fire Chief, City of Grove

Melissa Tye Cunningham, Program Coordinator, TSET Healthy Living

## CITIZEN ADVISORY COMMITTEE

Robert Carter

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Angel Hill

Art Kopp

Cathy Schaefer

Steve Williams

## GROVE CITY COUNCIL

Ed Trumbull, Mayor

Ivan Devitt, Vice-Mayor At Large

Josh McElhaney, Ward 2 Councilman

Matt Henderson, Ward 3 Councilman

Martin Dyer, Ward 4 Councilman

## GROVE PLANNING & ZONING COMMISSION

Steve Ward, Chairman

Richard Cannon, Vice Chairman

Art Kopp, Member

Raymond Jones, Member

Peggy Kiefer-Steed, Member



## FROM THE MAYOR

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Dear Citizens of Grove,

I am pleased to present to you the City of Grove 2040 Comprehensive Plan update. This Plan includes new policies and strategies, formulated with the input of many groups, in meetings over a period of two years. The groups have been representative of every segment of our city. The input from those meetings has been combined and organized to arrive at a new Comprehensive Plan.

The residents of Grove are the authors of this plan, and they will continue to be the editors and amendment authors as it is grown and amended. The Comprehensive Plan is a fluid document. Nothing is set in concrete- every chapter, paragraph and sentence can be modified to reflect the changing face of our community. As Grove grows and changes, the Comprehensive Plan will need to be updated to ensure we are incorporating the most up-to-date approaches and information as we evolve over time.



I would like to acknowledge the unique moment in which we are releasing this plan. The COVID-19 pandemic has presented many new challenges for our community. We are living, learning, and connecting with one another in new ways. Many of the ideas contained in this document were conceived at a time when a global pandemic was the furthest thing from anyone's mind. Therefore, some strategies may seem trivial given the new and pressing needs of today. So many questions remain as to the lasting effect of COVID-19 on our behavior, needs, and wants. Will there be a portion of the population that working virtually from home becomes the norm? Will those that came to Grove to weather the pandemic remain? Will living through a global pandemic keep us focused on outdoor activities? These questions among others are some of the many reasons that this is a living document. Yet the suite of tools and approaches contained in this document will serve as an important guide in the aftermath of the COVID-19 pandemic and beyond.

Grove is a fantastic place to live, raise a family, and enjoy life. Grove has a tremendous number of assets that make it a great community in which to live, but I have often said our greatest asset is the people that make up our community. Our legacy is one of charity, hard work, cooperation, and loyalty to this place we call home. I want to thank all the people who have participated in the planning of this document for their hard work and dedication.

Sincerely,

A handwritten signature in black ink, which appears to read "Ed Trumbull". The signature is written in a cursive, flowing style. Below the signature is a horizontal line.

Ed Trumbull, Mayor  
City of Grove, Oklahoma



## EXECUTIVE SUMMARY

City Staff, stakeholders, and residents have worked hard to make the City of Grove 2040 Comprehensive Plan a document that will become an everyday tool for the City of Grove’s administration. Since 2003, when the last Comprehensive Plan was adopted, the City of Grove has changed significantly. While much of this change has been positive, the City faces challenges in accommodating additional growth. This Plan sets forth the framework necessary for orderly growth and development reflecting the community’s values today, while anticipating the needs, wants, and desires of later generations. The City of Grove 2040 Comprehensive Plan recognizes the desires of the community to have the highest quality of life through attractive, orderly, fiscally-responsible, well-planned and well-designed development. The Plan will be used to protect and enhance the high quality of life Grove citizens enjoy today.

The Comprehensive Plan is organized so that different audiences, such as citizens, City Council members, Planning Commissioners, or developers can easily find the information they need. It is organized as follows:

**Part I** is introductory and explains what a comprehensive plan is, why cities are required to have a comprehensive plan, and the process used to develop the Comprehensive Plan. This section also contains a description of the Comprehensive Plan’s policy framework: the vision, goals, principles, policies, and strategies.

**Part II** describes the key performance area chapters. The Comprehensive Plan consists of six key performance areas: Land Use, Community Character, Livability, Connectivity, Conservation, and Vitality. Each chapter identifies primary challenges facing the community for that topic area, followed by goals and policies to address those challenges.

**Part III** contains the Implementation Plan, which lists the individual actions the City and its partners should undertake in the coming years to accomplish the community vision. The Implementation Plan is organized by the key performance areas and includes tables that lists each policy, including what goals it addresses, strategies for implementing each policy, and the timeframe for implementation.

**The Appendix** contains several additional supporting plans and reports completed to inform the planning process, including the Existing Conditions Report, the Community Resilience Assessment Framework and Tools (CRAFT) Report, the Economic Development and Tourism Plan, the Public Participation Plan, and the Existing Plans, Studies, and Reports Inventory. Additionally, tables used to organize the key performance area’s goals, objectives, principles, policies, strategies, and timeframe are included.

Readers and users of this Comprehensive Plan should bear in mind four important points:

1. The policies articulated in the Plan are the foundation for decision making and represent the City’s official position.
2. A better understanding of the intent of the goals and policies presented here may be gained by reviewing the preliminary information available in the supplementary reports prepared during the course of Plan development.
3. It should be borne in mind that policies are not applied in isolation but weighed in relation to other relevant policies and considered in the context of the goal they are intended to achieve.
4. Implementation Strategies noted throughout the Plan are not exhaustive. In addition to those strategies listed, other strategies may be used in the future.



Sailboat Bridge, photo courtesy of the City of Grove.

## INTRODUCTION

*Grove: Sailing into the Future*, the City’s new Comprehensive Plan, is a policy document used by city leaders, business owners, and citizens to make decisions about future growth and development in Grove. The Comprehensive Plan covers a wide range of social, economic, infrastructure, and natural resource factors, including topics such as land use, housing, transportation, utilities, public services, recreation, and natural resource conservation, among others. The Grove Comprehensive Plan is a long-range planning document that provides guidance on reaching goals envisioned 20 or more years into the future. To reach this envisioned future, the Comprehensive Plan presents policies and recommended strategies, both immediate and long-term, to meet those goals.

This Comprehensive Plan, once adopted and implemented, will strengthen partnerships between public and private entities. These partnerships can achieve far more for both parties than either acting alone. An important premise of an effective Comprehensive Plan is that it creates “win/win” situations for the public and private sectors, for old and new neighborhoods, urban development and open lands conservation, fiscal integrity, and enhanced quality of life.



### WHY NOW?

As time moves forward, so shall Grove. As the community grows it will face both opportunities and challenges in many forms. By exploring these possibilities now, we hope to better anticipate the future. This Comprehensive Plan update is meant to be used on a daily basis as a guide for elected officials, City staff, residents, business owners, and potential newcomers, allowing them to make well-informed decisions related to issues such as land use and transportation. These types of decisions can greatly impact the community's growth and physical development, as well as its quality of life. More importantly, those decisions will be based on the community's vision for the future.

The vision from this plan looks toward the future approximately 20 years from now; however, it is strongly recommended that the community's vision and this plan be revisited every five to seven years to ensure that it remains consistent with the ever-changing values and concerns of the community. It is also important to note that due to the important nature

of comprehensive planning, the State of Oklahoma has established laws that allow municipalities to have the power to regulate land use; however, that power exists only if such regulations are based on an adopted comprehensive plan (Oklahoma Revised State Statutes Section 11-43-103).

Much has changed since Grove adopted its last Comprehensive Plan in 2003. The Grove of 2020 is facing a growing, increasingly diverse population and tremendous housing and infrastructure pressures due to thriving industry, trade, and tourism sectors. With growth comes change, and City leaders should look to the Comprehensive Plan to guide decisions related to future land use and development in the community.



### WHAT IS THE PROCESS?

#### PROJECT KICKOFF - JULY 2019

One of the first steps in the Grove Comprehensive Plan update is to conduct a community visioning process to determine Grove's values and aspirations over the next 10 to 20 years. In the first portion of the visioning process, Grove residents participated in a community survey where they shared feedback regarding their perceptions of the Grove today and what they see in the future. Residents also participated in an online visual preference survey, which asked them to rate a series of images based on their visual preferences for various community features, such as parks, housing and neighborhood characteristics, and streetscapes.

#### STAFF & STAKEHOLDER COMMITTEES FORMED - AUGUST 2019

During this meeting, IBTS and the Guernsey Team met with the Technical and Citizen Advisory Committees to review the purpose and structure of the Comprehensive Plan update and discuss their involvement in the process. Results of the surveys were discussed and analyzed during this meeting and a timeline for the Comprehensive Planning process was scheduled.

#### FIRST OPEN HOUSE MEETING - OCTOBER 2019

Public engagement is integral to the success of the Grove Comprehensive Plan update. During this first public open house, residents had the opportunity to view displays, talk with Comprehensive Plan team members one-on-one, and share their thoughts on and recommendations for Grove's vision statement, its values, areas of interest, and future.

#### COMMUNITY VISION, GOALS, & OBJECTIVES WORKSHOP - DECEMBER 2019

The next step in the process was to establish a community vision and define clear goals and objectives that will guide the City towards reaching its vision. This task required significant input from community stakeholders, residents, business owners, and City staff. During this informal open house, attendees were invited to walk through displays and provide feedback on these two very important aspects of the plan.

#### EXISTING PLANS INVENTORY - JANUARY 2020

When planning for a community, it is important to assess what is already there to provide the context from which a new plan must start. The Comprehensive Plan's intent is to incorporate and reconcile past plans with awareness of recent studies, current conditions, community input, and best practices. These recent plans and studies will continue to be used for their detailed guidance.

#### CRAFT ASSESSMENT - FEBRUARY 2020

IBTS' CRAFT (Community Resilience Assessment Framework and Tools (CRAFT) was developed for small cities to assess and strengthen community social, economic, and government resilience. By identifying strengths and vulnerabilities, the assessment informs actionable solutions that help municipalities build on their own resources. During this meeting, IBTS met with City Staff and Stakeholders to review CRAFT components and indicator questions and determine a resiliency score for the City of Grove.

### **EXISTING CONDITIONS ASSESSMENT - JUNE 2020**

During this task, data collection to support the development of the plan was conducted. A solid plan needs quantitative data such as demographic, employment, infrastructure, and housing patterns. The data in the Existing Conditions Report will serve as a baseline for future planning and inform the goals, vision, and policies of the Comprehensive Plan. The information and analysis presented in the report are drawn from a variety of sources, including the U.S. Census Bureau, field observations, past plans and studies, and geographical datasets, as well as local knowledge and input provided by City Staff and Stakeholders.

### **VISION, GOALS, & OBJECTIVES RESOLUTION – JULY 2020**

The formulation of a vision, goals, and objectives is a key focus in the preparation of a Comprehensive Plan. Goals are general statements that address the City’s vision and desired outcomes. They provide the framework upon which the objectives of the Comprehensive Plan are based. Objectives more specifically define how a goal will be achieved. The vision, goals, and objectives were presented to City Council as a resolution for adoption and represent realistic conditions that Grove should strive to achieve in the next 10 to 20 years. During their July 21st meeting, the Grove City Council approved Resolution No. 20-016, formally adopting the vision, goals, and objectives as an element of the Comprehensive Plan update.

### **FUTURE LAND USE MAP OPEN HOUSE – SEPTEMBER 2020**

The Grove Future Land Use Map is a visual guide to the physical development and future planning of the City. It describes how and where to build, rebuild, and which areas to preserve. The City’s Comprehensive Plan houses the Future Land Use Map and includes a chapter that provides staff, Planning Commission, and City Council guidance for land use decisions and direction for investments in community infrastructure. During this public open house, residents had the opportunity to review the current land use plan and land use patterns and weigh in on the future land use plan according to their ideas and opinions for Grove’s growth and changes in the years to come.

### **FUTURE LAND USE MAP RESOLUTION - NOVEMBER 2020**

The Grove Future Land Use Map must be reviewed and approved by the Governing Body. During their November 17th meeting, the Grove City Council approved Resolution No. 20-027, formally adopting the 2040 Grove Future Land Use Map.

### **PRINCIPLES & POLICIES OPEN HOUSE – DECEMBER 2020**

The proposed principles and policies were created by community residents during a series of public open houses, community surveys, and focus group meetings. Principles are assumptions, fundamental rules, or doctrines guiding comprehensive planning policies, strategies, and implementation measures. Policies are “operational” actions that a community will undertake to meet the goals and objectives. Prior to the event, the principles and policies were reviewed by both the Technical and Citizen Advisory Committees and available for a 30 day public review. During this open house held in conjunction with Grove’s annual Christmas Tree Lighting, residents were invited to review and provide input into the principles and policies that have been developed for the Comprehensive Plan.

### **PRINCIPLES & POLICIES RESOLUTION - JANUARY 2021**

Like the Future Land Use Map, the proposed principles and policies must also be reviewed and approved by the Governing Body. During their January 19th meeting, the Grove City Council approved Resolution No. 21-005, formally adopting the Comprehensive Plan’s principles and policies.

### **COMPREHENSIVE PLAN ADOPTION - APRIL 2021**

Once the draft plan has been completed, it will be available for a period of 30-days for public review and comment. Afterwards, team members will review the comments and revise the plan as necessary. Next, there will be a formal adoption process involving both Planning Commission and City Council. The plan will first be presented during a public hearing to Planning Commission, and once approved, the plan is forwarded to the governing body for final adoption.

## COMPREHENSIVE PLAN UPDATE TIMELINE



*“The greatness of a community is most accurately measured by the compassionate actions of its members.”* — Coretta Scott King



## COMMUNITY VALUES

Community values are the core principles the community's citizens wish to maintain. These values overlap and are mutually inclusive. They must be acknowledged and constantly defended to ensure that change and development align in accordance with these core principles. These values guide the community's vision, as well as its goals, objectives, principles, policies, and strategies. Illustrated on the facing page are the core values. The following are only examples of what these values might represent.

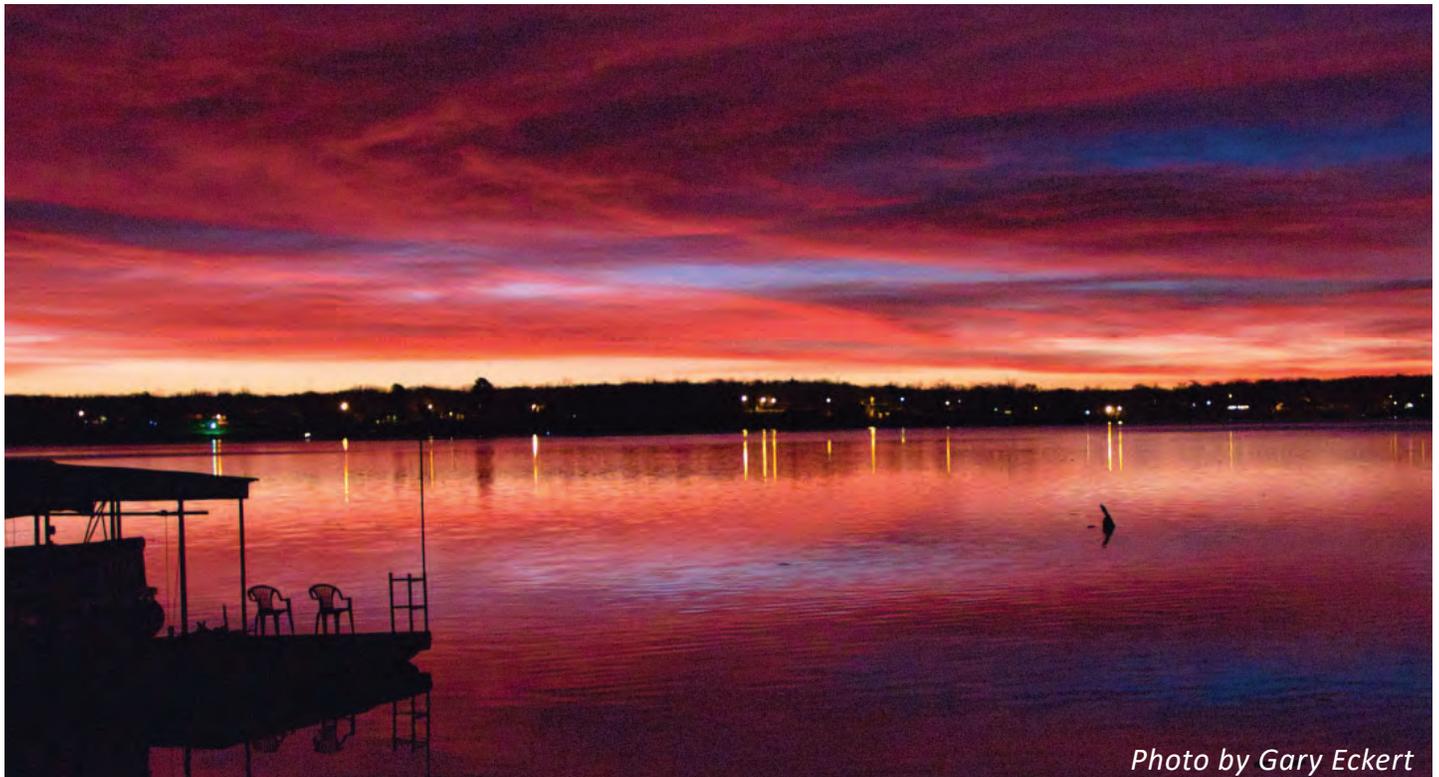
### COMMUNITY VALUES (IN NO SPECIFIC ORDER) REPRESENT:

- Walkable, attractive streets and public spaces
- Safe, convenient, and flexible transportation systems
- Excellence in educational and cultural services
- A safe, nonthreatening community
- A culture of excellence and kindness
- Community wellness and health
- Environmental stewardship
- Enhanced community pride
- Innovation, creativity, and entrepreneurial opportunities
- Economic health and fiscal responsibility
- Local and regional partnerships





## KEY TERMS



A comprehensive plan must be a reflection of the community it serves. The following key terms serve as a foundation for the comprehensive planning process:

- **VISION STATEMENTS** are broad but concise descriptions of what we want the community to be in the future. The vision statement serves as a foundation for goals, objectives, principles, policies, and strategies.
- **GOALS** provide concise statements of what the community aims to accomplish over the life of the plan — for the next 20 years.
- **POLICIES** are “operational” actions that a community will undertake to meet the goals and objectives. Communities have many policies; some will relate to the comprehensive plan, while others may not. Keep in mind these policies may be existing or can be newly created within the planning process. Some policies will require further action by the local government such as an ordinance or resolution.
- **STRATEGIES** are a system of projects or services necessary to achieve plan goals, objectives, and policies.
- **TIMEFRAME** are the years in which strategies should be completed.

## COMMUNITY VISION

A fundamental component of the comprehensive planning process involves creating the vision of the community. The community vision is the road map that guides decisions within the community and serves as the basis for the Future Land Use Map and other Comprehensive Plan elements. The community vision is uniquely tailored to the City of Grove and its residents’ goals for the year 2040. The vision guides city staff and decision makers to determine whether or not decisions are ultimately in conformance with the long-term vision for Grove as determined by its residents. The Comprehensive Plan establishes the following future vision based on the values and feedback of the community:

### **GROVE IS AMERICA’S GREATEST LAKE COMMUNITY, WHERE FAMILIES FLOURISH, AND BUSINESSES AND INDUSTRIES THRIVE.**

This short phrase packs a lot of meaning. In Grove, it is clear there is a desire to grow, but to do so in a responsible, cohesive manner that preserves the City’s small town feel and quality of life. The community vision statement is based on significant input from community stakeholders, residents, business owners, and City staff received during a series of meetings and public outreach and provides a foundation for the goals, objectives, policies, and recommended strategies contained in this document.

## FRAMEWORK HIERARCHY / ORGANIZATION



The following hierarchical outline explains the steps of the Comprehensive Plan’s framework. At the top of the hierarchy is the vision statement and goals, which is a high-level description of the kind of community Grove strives to become and the goals to make it a reality. Next, the Future Land Use Map, formulated from community input, identifies a future build-out scenario supported by the community’s vision and goals. Underneath the Future Land Use Map are the principles and policies, which work in tandem to serve as a guide for future land use patterns and development within Grove’s municipal boundaries. The strategies are attainable solutions that establish decision-making approaches to policy implementation aimed at achieving the community’s vision and goals. When used together, this framework will provide overarching guidance to the future growth and development of the community.



## KEY PERFORMANCE AREAS

The Comprehensive Plan consists of six key performance areas. Each chapter identifies primary challenges facing the community for that topic area, followed by goals and policies to address those challenges.

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### LAND USE

How land use policy decisions impact the City’s preferred settlement patterns, design qualities, and the daily lives of its residents.



### COMMUNITY CHARACTER

Focuses on creating a place where people want to live, work, and play. Grove wants to be an attractive, family-friendly, safe, healthy, and diverse community, while improving opportunities and creating “sense of place” throughout the City.



### LIVABILITY

How to facilitate the provisions of safe, high-quality, and affordable housing options to meet the needs of the present and future residents of the City, while preserving and enhancing the community’s physical and social fabric and cultural diversity.



### CONNECTIVITY

Connectivity affects the degree to which transportation networks such as streets, walking, and cycling paths, connect people to their destinations.



### CONSERVATION

How ecosystem integrity and biodiversity are protected systems and how to provide direction for future actions that will improve natural resource management in Grove.



### VITALITY

How to create a strong local economy by attracting new businesses and maintaining successful, resilient businesses, which is essential to the social, cultural and financial vitality of the City of Grove.



*“By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities.”* — Socrates

## LAND USE

The purpose of developing a Comprehensive Plan is to help a community manage change and no topic is more fundamental to managing change than land use. Land use simply refers to how land is being used or the purpose it serves, for example, residential, commercial, or recreation and also includes open, undeveloped or agricultural land. Land use is a key element in a plan because changes to how, and how intensively, the land is developed (or not) characterize a community’s growth over time. Without a land use plan, a community has no guide for where and how it wishes to grow. The land use plan can identify areas for different kinds of housing, making sure the community is welcoming at all stages of life; it can identify opportunities to conserve appropriate amounts of open space and protect treasured views. The land use plan can be a catalyst for economic development by encouraging business and/or industrial uses in appropriate areas of the City.

The Land Use Element provides general direction and guidance for the physical development of Grove, as well as the City’s ability to provide and sustain essential urban services. The type, quality and amount of new development and its required urban services can affect attainment of community objectives such as quality of life, sense of place and uniqueness, and a strong local economy.

The Comprehensive Plan and its implementing regulations are important policy and regulatory tools needed to achieve the above and other

community objectives. They are also essential to guide cooperation, coordination, and partnerships with other agencies that have a stake in the overall well-being of the community. In general, land uses should be efficient and sustainable; support a multi-modal transportation network; provide housing choices conveniently located near jobs, schools, shops and parks; minimize conflicts between incompatible uses; and integrate development with existing and planned infrastructure.

The Land Use Element contains the 2040 Grove Future Land Use Map (FLUM), which depicts the general distribution, location, and density of land uses in the City based on the vision, goals, and existing land uses. Similar to the way in which a map serves as a guide to a particular destination, the Future Land Use Map should serve Grove as a guide to its particular vision for the future. In order to provide the most complete map possible, the Future Land Use Map establishes an overall framework for the preferred pattern based principally on balanced, compatible, and diversified land uses.

Graphically depicted on page 16, the Future Land Use Map should ultimately be reflected through the City’s policy and development decisions. It is important to note that the Future Land Use Map is not a zoning map, which legally regulates specific development requirements on individual parcels. The zoning map should, however, be guided by the Future Land Use Map.

The proposed City of Grove Future Land Use Map establishes nine new area land uses based on how these areas are identified within the City and take into consideration location, access, availability of services, existing land uses, suitability for future land uses, as well as the type of land uses that were proposed through public input and the type of land uses that would be encouraged within these locations. The nine proposed land uses are defined as follows:

### AGRICULTURE

The purpose of the agricultural classification is to conserve agriculturally productive lands for continued farming, related agricultural uses, and very low density rural residential uses in these areas, rather than more intense development. Development not associated with an agricultural use are not encouraged. The areas shown do not provide community sewer services and are not within the urban service area where such facilities are planned or expected in the future.

### CIVIC USE

Land designated as Civic Use include a broad variety of public, institutional, and civic activities including government buildings, hospitals, emergency medical, fire and police protection, water and wastewater facilities, schools, and churches.

### DOWNTOWN MIXED-USE

The Downtown Mixed-Use classification generally includes a vibrant mix of retail, civic, office, cultural and employment uses, entertainment uses, as well as multifamily residential buildings in a dense, walkable, and pedestrian oriented setting with access to public transportation services.

### INDUSTRIAL

Land designated as Industrial is intended for activities that are predominately associated with the manufacturing, assembly, processing, or storage of products and provides for a variety of intensities of use including light industrial and heavy industrial. Industrial development should be located in areas with access to major transportation assets and other supporting infrastructure.

### MIXED EMPLOYMENT

The Mixed Employment classification provided opportunities for a range of employment and other supportive uses in a walkable campus or mixed-use setting. Principle land uses include professional offices, research and development facilities, hospitals and care facilities, corporate headquarters, and other similar uses. The integration of supporting uses, including higher-density residential is supported in the Mixed Employment District to improve access to services and is supported by pedestrian and bicycle linkages from surrounding districts and neighborhoods, as well as public transportation options.

### NEIGHBORHOOD MIXED-USE

Neighborhood Mixed-Use includes individual commercial uses and small collections of commercial uses, located primarily away from major streets, that provide a range of neighborhood-oriented services in a compact pedestrian and bicycle-friendly setting.

### PARKS & OPEN SPACE

Parks and Open Space applies to public land or water areas generally free from development and primarily used for parks and recreation, natural resource conservation, transportation, historic, and scenic purposes. This use does not capture privately-owned and operated open spaces such as private golf courses and country clubs.

### SUBURBAN NEIGHBORHOOD

The Suburban Neighborhood classification is comprised of predominantly single-family detached homes at low to moderate densities and includes amenities such as parks and recreational facilities, churches, schools, and neighborhood centers and are supported by infrastructure that encourages walking, biking, and public transportation use. Supporting agricultural uses, such as barns and stables are also appropriate. Suburban Neighborhood densities can range from:

- ◇ One (1) dwelling per ten (10) acres minimum; and
- ◇ Six (6) dwellings per acre maximum.

### URBAN NEIGHBORHOOD

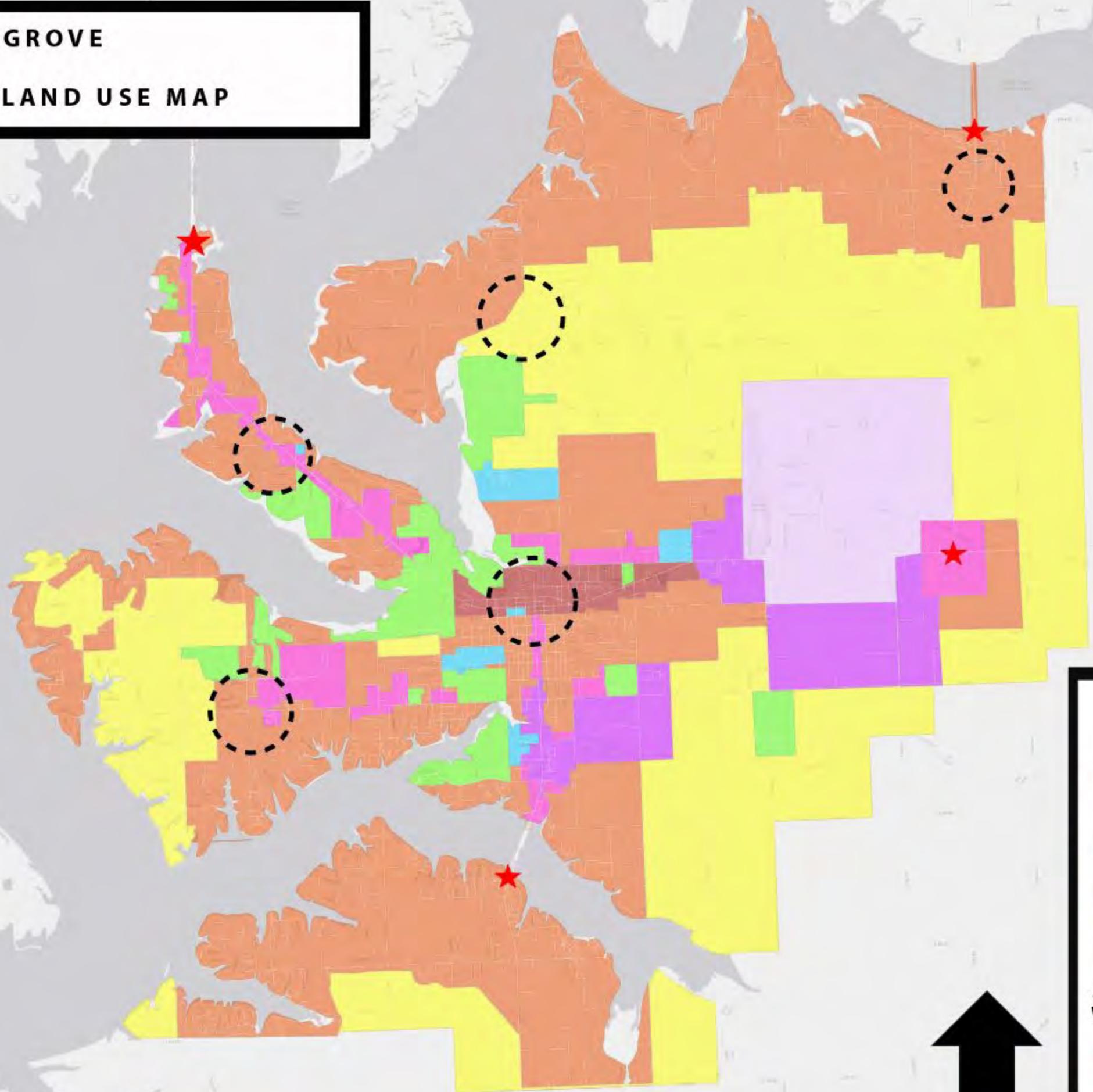
Urban Neighborhoods are predominately higher-density residential areas that contain a mix of lot sizes, housing styles, types, sizes, and land uses. Urban Neighborhoods may include small-scale institutional and public uses such as schools, community centers, and parks and small-scale neighborhood commercial and retail uses along with professional employment services. This mixture of residential and nonresidential uses are typically in close proximity to one another to promote a dense, pedestrian oriented, urban environment. Urban Neighborhoods are supported by infrastructure that encourages walking, biking, and public transportation use to surrounding neighborhoods and services.

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*FLUM Placeholder*

# CITY OF GROVE

## FUTURE LAND USE MAP



### LEGEND

-  CIVIC USE
-  DOWNTOWN USE
-  INDUSTRIAL DISTRICT
-  MIXED EMPLOYMENT
-  NEIGHBORHOOD MIXED-USE
-  PARKS & OPEN SPACE
-  SUBURBAN NEIGHBORHOOD
-  URBAN NEIGHBORHOOD
-  ACTIVITY CENTER
-  GATEWAY

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## FUTURE LAND USE DEVELOPMENT TYPES

The following table illustrates the types of development that are encouraged in each future land use category. Refer to the Future Land Use descriptions and land use policies for more information.

Table 1: Development Types									
<b>FUTURE LAND USE</b>	Single Family Residential	Patio Homes or Attached Residential	Apartments and Condos	Small Scale Retail, Service or Office	Medium Scale Commercial	Large Scale Commercial	Regional Commercial	Professional Offices and Institutional Uses	Heavy Commercial / Light Industrial
<i>Downtown Mixed-Use</i>	—	—	*	*	*	—	—	*	—
<i>Mixed Employment</i>	—	—	—	*	*	*	*	*	*
<i>Civic Use</i>	—	—	—	*	*	*	*	*	*
<i>Neighborhood Mixed-Use</i>	*	*	*	*	*	—	—	—	—
<i>Urban Neighborhood</i>	*	*	*	*	*	—	—	*	—
<i>Suburban Neighborhood</i>	*	—	—	—	—	—	—	*	—
<i>Parks &amp; Open Space</i>	—	—	—	—	—	—	—	—	—
<i>Industrial</i>	—	—	—	—	—	—	*	—	*
<i>Agriculture</i>	*	—	—	—	—	—	—	—	—

 Development Type subject to certain use and location criteria and/or design standards

 Development Type not permitted

## VISUALIZING DESIRED OUTCOMES

The following images are indicative of the type of design that Grove desires to achieve through this plan. These images are representative of development in which the community would like to achieve. Most of these images were taken from the visual preference survey and ranked highly.



**DOWNTOWN MIXED-USE**



**MIXED EMPLOYMENT**



**CIVIC USE**



# LAND USE



**NEIGHBORHOOD MIXED-USE**



**URBAN NEIGHBORHOOD**



LAND USE



**SUBURBAN NEIGHBORHOOD**



**PARKS & OPEN SPACE**



LAND USE



**INDUSTRIAL**



**AGRICULTURE**



Land use policies are meant to guide decisions related to rezonings, development design, utility and transportation investment and small area planning efforts. Strategies and associated action items reinforce policies and help achieve the overarching goals of balanced growth and economic development, creating a vibrant community and ensuring future growth is attractive, protects property values, and maintains the small town character of the City of Grove.

**GOAL: RETAIN AND PRESERVE THE CITY OF GROVE’S SMALL-TOWN FEEL AND RELATED QUALITY OF LIFE.**

**POLICIES**

**1. ESTABLISH PERFORMANCE MEASURES TO ANALYZE SUCCESS OF COMPREHENSIVE PLAN POLICIES.**

**2. EXPLORE SMART GROWTH PRINCIPLES.**

*Smart Growth is a development strategy that promotes a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and community engagement. This approach is meant to guide sustainable development practices within a community. According to Smart Growth America, the following principles can be applied:*

- Mix land uses
- Take advantage of compact design
- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Direct Development towards existing communities
- Provide a variety of transportation choices
- Make development decisions predictable, fair, and cost effective
- Encourage community and stakeholder collaboration in development decisions

**3. UTILIZE INTERGOVERNMENTAL AGREEMENTS.**

**4. ESTABLISH CAPITAL IMPROVEMENT POLICIES.**

**5. PROVIDE ADEQUATE PUBLIC FACILITIES IN CONJUNCTION WITH PROPOSED DEVELOPMENT.**

**6. USE EFFICIENT AND FAIR DEVELOPMENT FEES AND REQUIREMENTS.**

**7. PRESERVE AND INCREASE ACCESS TO OPEN SPACE, PARKS, AND RECREATION.**

*Open Space, parks, and recreation perform numerous functions and provide many benefits including active and passive recreational opportunity, flood control, commercially significant resources and jobs (forestry, fishery, mineral, and ag products), and economic development (enhanced real estate values and increased tourism). Recent trends present an urgency to planing for parks and open spaces now, in order to continue to enjoy their benefits in the future. These areas should be preserved as amenities for community residents and cannot be viewed as left over land after other uses have been planned and developed.*

**8. MAINTAIN CHARACTER AND DISTINCTIVE COMMUNITY ASSETS.**

**GOAL: PROMOTE INVESTMENT IN DOWNTOWN GROVE TO ATTRACT AND RETAIN BUSINESSES, GENERATE COMMERCIAL AND ENTERTAINMENT OPPORTUNITIES, AND CREATE VITALITY THAT ATTRACTS PEOPLE.**

**POLICIES**

**1. FOSTER OPPORTUNITIES THAT ENCOURAGE PRIVATE INVESTMENTS WITHIN THE COMMUNITY.**

**2. IMPLEMENT STREETScape AND DESIGN STANDARDS DOWNTOWN TO ENHANCE WALKABILITY.**

*Improvements to the Grove’s downtown streetscape should be made to enhance walkability in the area. Designated lanes for cyclists should be considered, as well as strategic placement of bike racks throughout the downtown corridor. Converting East O’Daniel Parkway into a bypass for 3rd street would greatly assist in enhancing walkability in the downtown area by reducing truck traffic and improving safety along the corridor. Downtown sidewalks and bicycle lanes should be well connected with adjacent pedestrian infrastructure to create a holistic active transportation network. Adding murals and other art installations throughout the downtown corridor can also help foster a strong sense of place and improve the overall feel of the downtown district. Downtown streetscape improvements should be financed as a part of the capital funding for the proposed East O’Daniel Parkway bypass.*

**3. CONTINUE TO WORK ON BRANDING AND STRATEGIES TO ATTRACT NEW BUSINESSES.**

**4. ADAPTIVELY REUSE TARGETED LOCATIONS FOR PARKING FACILITIES.**

**5. IMPLEMENT DESIGN STANDARDS AND IMPROVEMENTS WITHIN THE DOWNTOWN AREA THAT IS ATTRACTIVE TO RESIDENTS AND VISITORS.**

*Civic Buildings - such as City Hall and the Community Center - should be clustered together and located in the downtown area to the greatest extent possible. This downtown anchor concept ensures that residents are able locate civic buildings and traverse between them more easily. It can also serve to strengthen community character through the downtown corridor for residents and visitors.*

**6. STRATEGIZE OPPORTUNITIES FOR NEW BUSINESS OPPORTUNITIES.**

## **GOAL: PROVIDE OPPORTUNITIES FOR THE REDEVELOPMENT AND REVITALIZATION OF EXISTING AND UNDERUTILIZED COMMERCIAL AND INDUSTRIAL AREAS**

### **POLICIES**

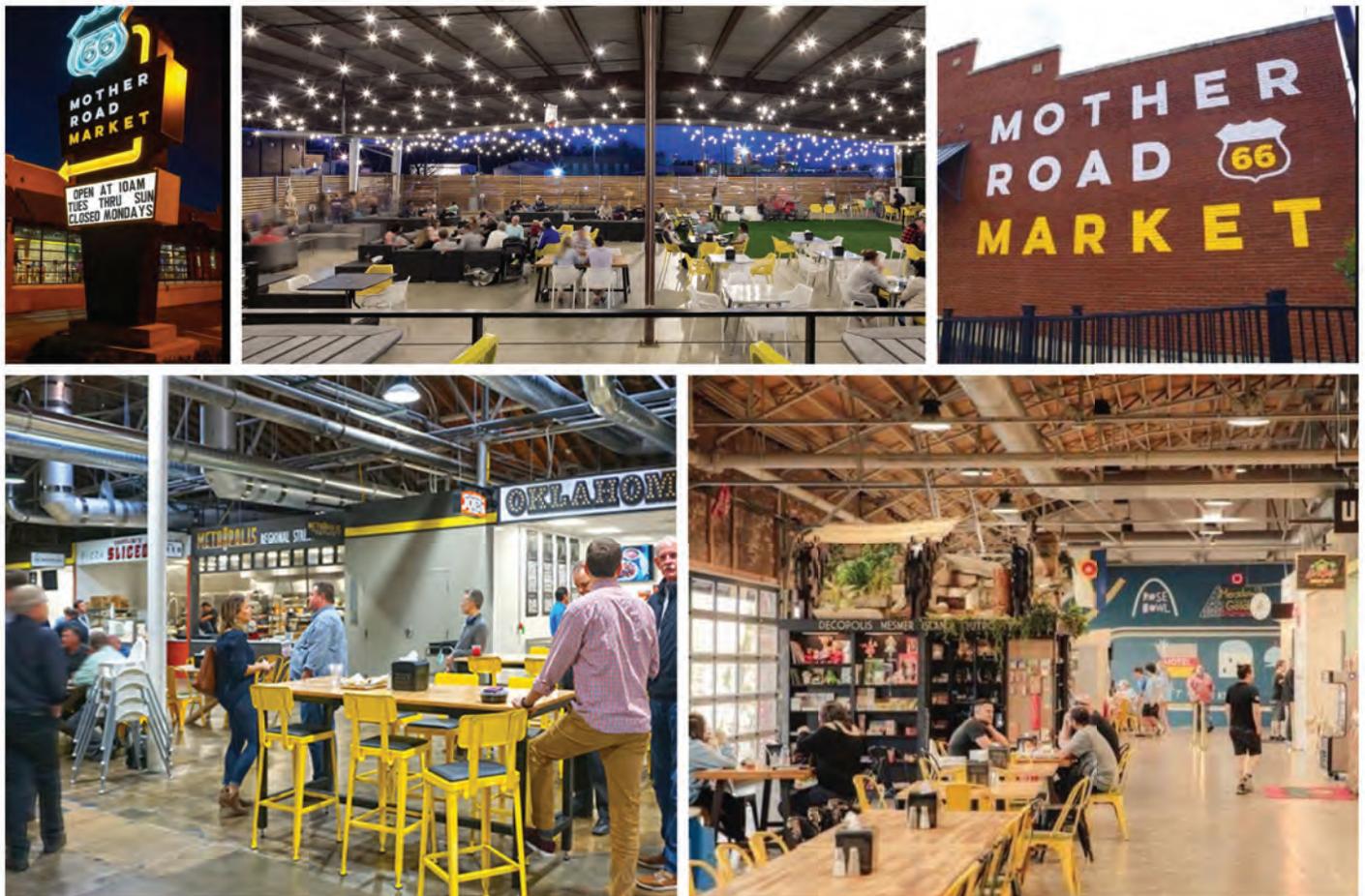
- 1. EXPLORE AND DEVELOP PROGRAMS THAT WOULD PROVIDE ALTERNATIVE FUNDING OPPORTUNITIES FOR BUSINESSES.**
- 2. SUPPORT REVITALIZATION OF UNDERUTILIZED PROPERTIES.**
- 3. DEVELOP PROCESSES THAT INCENTIVIZE DEVELOPMENT OF EXISTING UNDERUTILIZED PROPERTIES**
- 4. RESEARCH AND UNDERSTAND EVOLVING TECHNOLOGIES AND INFRASTRUCTURE THAT SUPPORT ECONOMIC DEVELOPMENT.**

*With much of the world now operating within the digital sphere, fast and reliable internet connectivity is a major component of livability for residents and businesses alike. In order to draw and retain a strong workforce, Grove should aim to ensure that all homes have access to high speed broadband internet. This will also help the City of Grove attract and retain new businesses and industry in the area. The United States Department of Agriculture offers guidance and assistance to rural communities wanting to increase the availability of high speed broadband internet for residents.*

- 5. RESEARCH AND EXPLORE WHAT INFRASTRUCTURE IMPROVEMENTS ARE NEEDED TO SUPPORT EXISTING BUSINESSES.**

## CASE STUDY - MOTHER ROAD MARKET

Located in Tulsa, OK, Mother Road Market is a 27,000 square foot food hall that houses twenty different vendors, including both retail and restaurant concepts. Opened in November 2018 by the Lobeck Taylor Family Foundation (LTFF), an organization offering programs and grants to aid entrepreneurs in Tulsa, Mother Road Market supports community businesses by offering affordable spaces for restaurants and retail entrepreneurs to test and grow their concepts without investing in a full-scale location. Designed as a vibrant community space, it will feature 17 curated shops designed to bridge the next step for graduates of Kitchen 66, a food incubator founded by the foundation, which has dedicated 3,440 square feet in the new facility for its commercial kitchen, as well as for a general store and demonstration kitchen. Other amenities of the Market will include a bar, a 640-square-foot space to house restaurant pop-ups, an indoor-outdoor seating area and children’s activities. After its first year, Mother Road Market produced \$7.7 million in overall sales, which created 266 jobs and attracted at least half a million visitors. It also has spawned a sister development called the Shops at Mother Road, a \$1.5 million project which opened in September 2020.



Mother Road Market, Tulsa, OK

## CASE STUDY - CIVIC CENTER REDEVELOPMENT

Public-private partnerships, a method of delivering public facilities and infrastructure through partnerships between public and private sector entities, has gained popularity over the last twenty years as a means for governments to manage the increasing costs and responsibilities of services or ventures traditionally delivered by the public sector. P3s when structured properly, can provide an opportunity for small communities to develop new facilities and infrastructure, which can be a catalyst for community redevelopment.

Grove has a unique small-town feel, nestled along the shores of Grand Lake and located at the intersection of U.S. Highway 59 and State Highway 10, a 15 minute drive from the I-44 turnpike. It is the largest city in Delaware County and considered the commercial, retail, entertainment, and healthcare center of the trade area and the Lake. Located at the heart of the Grove community, along the Main Street commercial corridor and adjacent to the Honey Creek State Park, is the Grove Civic Center. It currently hosts a variety of large annual events and festivals, including various consumer shows, a regional clogging festival, meetings, training programs, and others. However, the existing Civic Center is limited in its ability to accommodate smaller, more traditional conventions and meetings due to its lack of dedicated meeting rooms and ballroom space. In order to create a more inviting and functional public space, the City of Grove has an opportunity to explore public private partnerships to fund the redevelopment of the City's existing Civic Center site into a functional mixed-use center that includes a hotel and conference center, shopping and retail, and business office opportunities, amenities the City greatly needs in order to enhance and increase quality of life, economic vitality, and tourism.

An example of a small city who utilized public-private partnerships is Missoula, Montana. In 2017, the City of Missoula worked to finalize an agreement between the City, the Missoula Redevelopment Agency, and Hotel Fox Partners to outline the redevelopment, ownership, and operation of the Riverfront Triangle. The proposed project would transform three neglected city blocks into a conference center, hotel, parking, retail, restaurants, entertainment spaces, offices, housing, and a public plaza. The project is estimated to cost approximately \$100 million, but would have no impact on the City's general fund or general obligation taxes. The result is the City's long-term commitment to revitalization and a reflection of its continued dedication to community improvement through development (Source: The Missoulian).



*Architectural Rendering of Missoula Civic Center Redevelopment*

**GOAL: ENSURE TOURISM IS RECOGNIZED AND PROMOTED AS AN INDUSTRY AND ENCOURAGE ITS CONTINUING GROWTH AND DEVELOPMENT**

**POLICIES**

- 1. CONTINUE TO ENHANCE COLLABORATION BETWEEN LOCAL AGENCIES.**
- 2. EXPLORE OPPORTUNITIES TO CREATE NEW PARTNERSHIPS TO PROMOTE TOURISM AND ECONOMIC DEVELOPMENT.**
- 3. PARTICIPATE IN AVAILABLE STATE PROGRAMS.**
- 4. ENCOURAGE INVESTMENT THAT WOULD STRENGTHEN NEW AND EXISTING DEVELOPMENT RELATED TO TOURISM AND ENTERTAINMENT INDUSTRIES.**

*During the Comprehensive Planning Process, the project team was presented with an idea to bring a boardwalk concept from Kemah, Texas to Grove. After exploring various options, it was determined that due to economic and environmental constraints, this project would not be feasible in the foreseeable future. However, one alternative to this idea is to enhance the Wolf Creek Park recreational area to become a major recreational hub to include a small outdoor amphitheater for concerts and other events. The renovated Wolf Creek Park could also include the Grove Eye, a ferris wheel casting views over Grand Lake. Improvements could also be made to feature other small-scale amusement park features such as miniature golf facilities.*



*Kemah Boardwalk, Galveston, TX*



*“By activating the spaces in between buildings, we can build community.”* — Gensler

## COMMUNITY CHARACTER

Urban planning has historically focused on tangible resources such as land or housing. Strong communities, however, are more than a collection of streets and buildings. These communities provide places for citizens to gather, interact, learn, pursue common interests, and discover new things. These resources help citizens to learn from and preserve their past history, enhance their present quality of life, and prepare for the future.

Community character is more than landscaping, building design, and parks. It involves the city’s physical layout, the natural setting, and the visual relationships among the individual features that make up the community. Good community character and design results in a community that functions well, has a pleasant environment, and has visual identity. As the region’s population grows, local community design issues will continue to be of major importance in order to preserve the identity of the City. New development will be integrated with the natural and built environments. For example, flexible design options, such as clustered development, will maximize opportunities for retention of open space and vegetation. The appearance of a city reflects a great deal about the community

and the people who live in it; whether or not the community is perceived as a progressive and active environment, and thus appearance plays a strong role in the economics of the area. A city that is well planned and attractive will draw shoppers, visitors, businesses, and residents

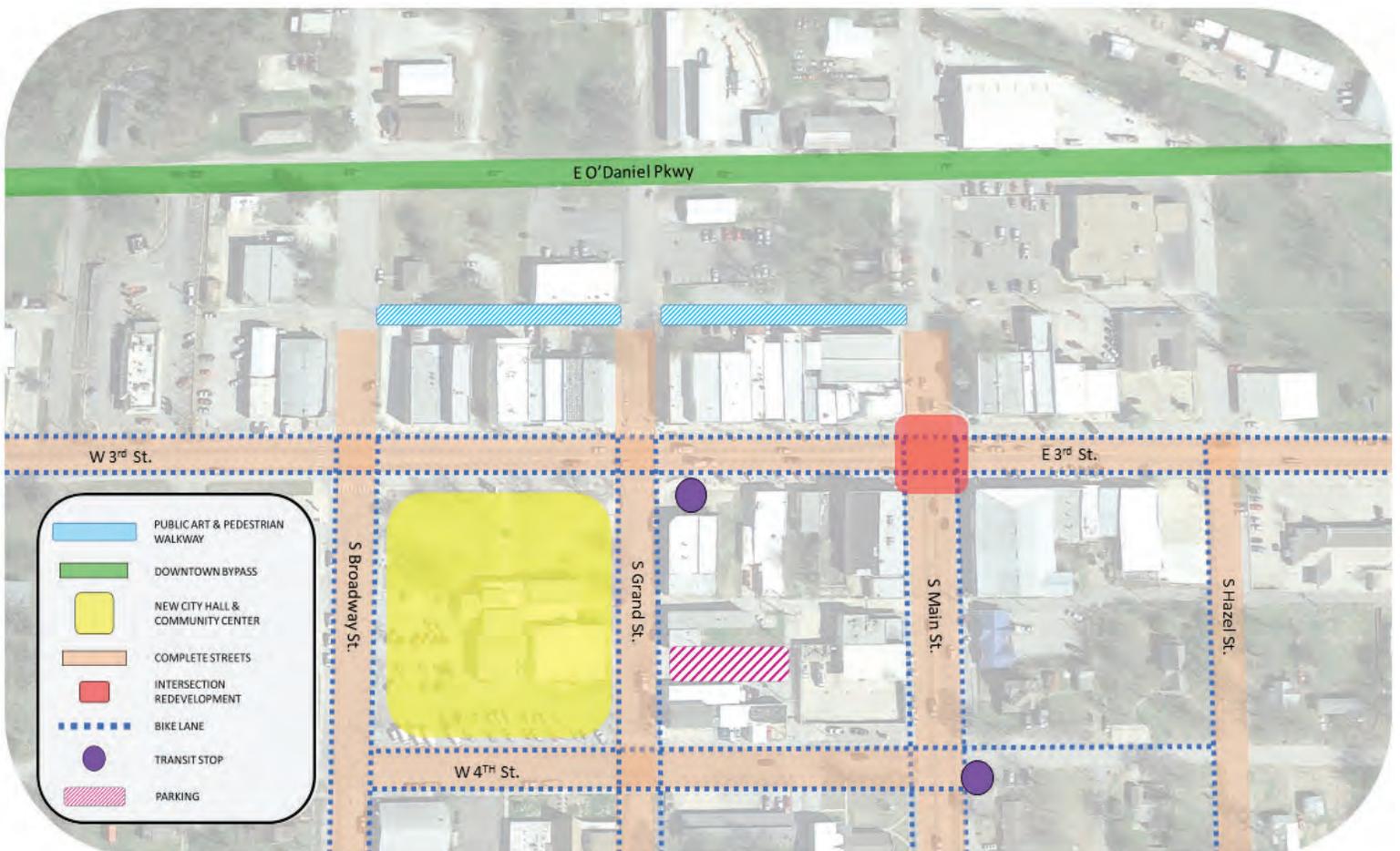
The 2040 Comprehensive Plan recognizes the importance of a positive community image and quality community design to assist the City in instilling a sense of pride and well-being in the community, assuring quality employment, and improving tourism. A quality-built environment contributes to the overall economic, environmental, and social well-being of Grove. In order to protect Grove’s quality of life, community character and city identity efforts need to be taken preserve the historical, cultural, and natural resources of the community.

## DOWNTOWN REDEVELOPMENT

Revitalization takes many forms in different communities and what makes a successful revitalization project also varies upon the needs of each individual community. In Downtowns, revitalization creates new life and activity and as a result, often spreads to surrounding areas and districts. This effect is continuous as surrounding areas and districts begin to revitalize and the effects then spread to those surrounding areas and so forth.

In 2004, the City of Grove adopted a conceptual Downtown Master Plan, which included new streetscape design within the Downtown Central Business District. Improvements in the master plan also propose a plaza in front of Grove City Hall on Third Street and a parking lot on the south side of City Hall on Fourth Street. The proposed master plan incorporates new sidewalks and curbs, crosswalks, new extended curb extensions to incorporate landscaping, street trees, irrigation, lighting, new parking striping, and a plaza area. By looking at what was proposed before, Grove can ensure a greater degree of success in future revitalization projects.

The intent of this downtown redevelopment concept is to incorporate past plans with awareness of recent studies, current conditions, community input, and best practices. Throughout the comprehensive planning process, a common theme was addressing the need for improved transportation and pedestrian facilities, including streetscape improvements like sidewalks, landscaping, and wayfinding, as well as providing better crosswalks, traffic calming measures, improved parking facilities, and bus-stop locations. The site plan below incorporates these concepts, along with others.



## COMMUNITY CHARACTER

A Public Art and Pedestrian Walkway is recommended in the conceptual Downtown Redevelopment Plan. Installing public art is a cost-effective way for communities to enhance their aesthetic appeal, as well as help showcase local artists and culture. Public art installations are also great tools that can be used to promote economic development and reduce blight. Adding murals and other art installations throughout the downtown corridor can also help foster a strong sense



of place and improve the overall feel of the downtown district. Downtown streetscape improvements should be financed as a part of the capital funding for the proposed East O'Daniel Parkway bypass.

Rotating murals out in a designated Public Art and Pedestrian Walkway area can also have the added benefit of attracting locals and visitors to regular showcasing events that can be promoted through social media and other partner organizations, such as Grove's Chamber of Commerce. Having live music and food trucks at these showcasing events is another way to bring people to Grove's downtown district and promote local artists and businesses.



*Plaza Walls, OKC, OK*

The Implementation Plan contains strategies that recommend shared parking facilities designed and located to be shared among several businesses, services, and residences. To achieve this goal, the City can provide incentives to owners of strategically located parcels for the lease or acquisition of off-street parking locations. Relocating a portion of downtown parking spaces to shared parking facilities can also make it easier for the City to implement Complete Streets projects, such as separated bicycle lanes and pedestrian sidewalks. Shared parking facilities will also make conditions safer for multimodal travel through the downtown corridor.

Civic Buildings - such as Grove's City Hall and Community Center - should be clustered together and located in the downtown area to the greatest extent possible. This downtown anchor concept ensures that residents are able locate civic buildings and traverse between them with ease. Locating the City's civic buildings can also strengthen community character through the downtown corridor for residents and visitors alike.

In order for the redevelopment of Downtown to be successful, it is recommended that the City utilize public-private partnerships to finance, construct, and maintain improvements. With effective partnerships a variety of projects can be completed in the Downtown Area, which serve both the private developer and the overall goals of the City. These can include anything from creating economic diversity, improving cultural and pedestrian amenities, and enhancing sense of place and overall attractiveness to visitors.

## COMMUNITY GATEWAYS

Gateways serve as the welcome mat to your community and offer an opportunity to showcase Community Character. Gateways greet people as they enter the community through its major corridors. As such, gateways should be aesthetically pleasing and feel inviting to residents and visitors alike. Gateways also offer an opportunity to present an identity and brand for the city that showcases its unique character. Gateways should be designed so that they are compatible with their surroundings and easy for city staff to maintain. Therefore, it is recommended that the City’s public works and maintenance department staff be consulted on any Gateway designs to ensure that future maintenance requirements are feasible. It is recommended that any accompanying vegetation be kept to a minimum or that low maintenance plants be used in order to avoid overgrowth.

Downtown Grove has a strong base of local users as well as seasonal tourists and visitors. Many first-time visitors, and those who only visit downtown infrequently, do not know how to get to downtown or where individual destinations are once they arrive. Providing a highly visible, and distinctive wayfinding system is an essential component of a downtown plan. The primary source of entry into Grove’s downtown is currently from Third Street, which runs east to west. The City currently has an existing gateway sign located near the intersection of East O’Daniel Parkway and West Third Street, shown to the right. This is believed to be the only type of gateway signage in the City. It is recommended that the City replace the outdated gateway sign with a landscaped gateway, serving as a “preview” of downtown. Other ways to pronounce this area as a major gateway is to provide attractive lighting and to significantly landscape the area as one enters downtown.



*Existing gateway sign*



The gateway sign to the left provides an example of a design concept the city could utilize. Because of its predominance to the region, a limestone monument sign was used, that features attractive lettering welcoming travelers to Grove, and additional landscaping improvements. When completing landscape designs for Community Gateways, the following elements should be considered:

### **Native**

- Plant vegetation that is indigenous to the area, or a cultivar or hybrid derived from native plants

### **Wildscape**

- Plant vegetation that possesses one or more characteristics ideal for habitation by birds, butterflies, bees, and other pollinators.

### **Drought Resistant**

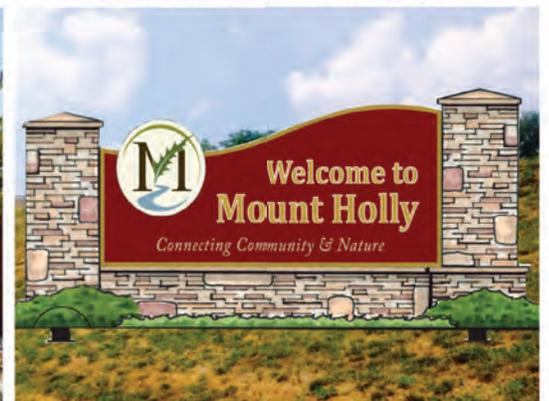
- Plant vegetation that can withstand short-term drought after initial establishment period (up to two years).

## COMMUNITY CHARACTER

Another strategic location to place a community gateway is on South Main Street as visitors are coming in over the bridge from the Honey Creek area. There are opportunities to create a significant identity here. Public comments suggested the idea of wider sidewalks on either side of the bridge to accommodate pedestrians better. This new sidewalk could incorporate a



“look-out” area with benches and other amenities to provide views up and down Grand Lake and overlooking the adjacent scenic area and amenities. A arched gateway option for this area is provided above. The use of a decorative archway spanning over the roadway is intended to compliment the unique sense of place found in this area and welcome visitors to the community. Arched gateways also act as a traffic calming device, as they draw driver’s attention upwards. Landscaping and attractive lighting should be installed . An arched gateways could also become a unique asset during holidays like Christmas and Halloween, and decorated with lighting, wreaths, and other decorations.



Examples of community gateways



Grove is a desirable community due to its convenient location, scenic views, parks and open space resources, and public facilities such as Wolf Creek. Not only it is important to recognize and retain these assets, but also to recognize that there are opportunities to further promote these assets to attract future residents, employers, businesses, and visitors. Community Character policies are meant to guide decisions related to promoting Grove’s attractiveness, sense of place, and appeal to the community’s unique places.

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**GOAL: ESTABLISH AND MAINTAIN AN ATTRACTIVE, DISTINCTIVE IMAGE FOR THE COMMUNITY BASED ON WELL-MAINTAINED BUILDINGS, GREEN SPACES, AND PLANTINGS.**

**POLICIES**

**1. HIGHLIGHT AND ENHANCE THE COMMUNITY’S GATEWAYS.**

*Gateways serve as the welcome mat to your community and offer an opportunity to showcase Community Character. Gateways greet people as they enter the community through its major corridors. As such, gateways should be aesthetically pleasing and feel inviting to residents and visitors alike. Gateways also offer an opportunity to present an identity and brand for the city that showcases its unique character. Gateways should be designed so that they are compatible with their surroundings and easy for city staff to maintain. Therefore, it is recommended that the City’s public works and maintenance department staff be consulted on any Gateway designs to ensure that future maintenance requirements are feasible. It is recommended that any accompanying vegetation be kept to a minimum or that low maintenance plants be used in order to avoid overgrowth.*

**2. WHEN FEASIBLE, PROMOTE INCENTIVES FOR THE DEVELOPMENT OF MIXED-USE ACTIVITY CENTERS IN FOCUSED AREAS NEAR THE COMMUNITY’S GATEWAY CORRIDORS.**

**3. ENSURE THAT DEVELOPMENT IS COMPATIBLE AND ENHANCES POSITIVE QUALITIES OF ADJACENT EXISTING NEIGHBORHOODS.**

**4. PROMOTE ADDITIONAL NEIGHBORHOOD SERVICES.**

**5. WHERE FEASIBLE, CREATE GATHERING PLACES WITHIN NEW AND EXISTING NEIGHBORHOODS AND COMMERCIAL AREAS.**

**GOAL: ENCOURAGE NEW DEVELOPMENT THAT IS SENSITIVE TO THE CHARACTER OF GROVE.**

**POLICIES**

**1. PROVIDE WAYFINDING AND STREETSAPES THROUGHOUT COMMUNITY.**

*Wayfinding refers to signage that directs people to important landmarks and destinations within an area. These signs can also help to alleviate congestion and reduce traffic accidents, as people are better oriented within the city and less distracted while driving or walking around town. Wayfinding also provides an opportunity to demonstrate the unique character of the community. Wayfinding signs within activity centers should also be designed so that they are consistent throughout.*

**2. DEVELOP LIVABLE, SAFE NEIGHBORHOODS WITH A FOCUSED CENTER AND DESIGN FOR EASY ACCESS TO SCHOOLS, SHOPPING, AND SERVICES.**

**3. FORM AN INTERCONNECTED NETWORK OF STREETS AND SIDEWALKS THAT INCLUDES AUTOMOBILES, BICYCLES, AND PEDESTRIANS.**

**4. DESIGN STREET AND OTHER PUBLIC SPACES TO INCLUDE PUBLIC AMENITIES SUCH AS STREET FURNISHINGS, PLAZAS, POCKET PARKS, PATIOS, SIDEWALKS, PATHWAYS, AND PUBLIC ART.**

**5. PROMOTE THE ENHANCEMENT OF COMMUNITY GATEWAYS.**

**6. MAINTAIN ROBUST CITYWIDE DESIGN STANDARDS AND GUIDELINES.**



Downtown Grove

## CASE STUDY - NEIGHBORHOOD KIOSKS

Neighborhood kiosks are public elements that provide viewers information about the community it is located in, including maps, bulletin boards, garage sales, general events, emergency communications, and more. Typically installed by community groups like neighborhood associations, neighborhood kiosks are public features that are often combined with gateway signage and can provide an attractive and useful streetscape element along neighborhood sidewalks, medians, and street corners. Kiosks should communicate information by including bulletin boards for community posting, enclosed cases for display of city information, or permanent lettering. Where a kiosk serves as a gateway element it should include a neighborhood, commercial district, street, or park name or other information. Kiosks can be artistic and expressive and should reflect an area’s special character through their design and can be integrated with public art. In Charleston, NC’s Upper Peninsula, community kiosks have been installed to provide residents and organizations with a centralized location to share neighborhood news, leave messages, or just pick up a book to read. Funded by a grant from local nonprofit Enough Pie, the 8-foot structure consists of three sides, each serving a different purpose. One side can be used for posting signs and fliers, while another space is available for leaving hand-written messages or drawings. The kiosk’s third side houses the community’s one and only “Free, Little Library.” Made up of nine mailboxes, each labeled with a specific genre — including romance, history, young adult, children’s, magazines, and community fliers — the kiosk gives passersby the opportunity to borrow some reading material, and donations of gently used books are welcome (Source: enoughpie.org).



*Various neighborhood kiosk examples*

**GOAL: ENSURE ACCESS TO HIGH QUALITY PARKS, OPEN SPACES, AND RECREATION**  
**POLICIES**

1. PROVIDE EQUITABLE DISTRIBUTION OF NEIGHBORHOOD AND COMMUNITY PARKS THROUGHOUT THE COMMUNITY FOR PEOPLE OF ALL AGES AND WIDELY VARYING MOBILITY AND AMBULATORY-RELATED ABILITIES.
2. INVEST IN COMMUNITY EDUCATION EFFORTS THAT PROVIDE A VARIETY OF EASILY ACCESSIBLE RECREATIONAL PROGRAMS AND OPPORTUNITIES AVAILABLE AT LITTLE OR NO COST TO PARTICIPANTS.
3. MAINTAIN AND IMPROVE PHYSICAL ASSETS OF EXISTING PARKS.
4. DESIGN, CONSTRUCT, AND IMPLEMENT BICYCLE AND PEDESTRIAN TRAILS.
5. PRIORITIZE CAPITAL INVESTMENTS AND RECREATION PROGRAMMING AND PARTNER WITH PRIVATE ENTITIES FOR AREAS OF GREATEST NEED FOR IMPROVED OR EXPANDED FACILITIES OR PROGRAMS.
6. PROMOTE NEIGHBORHOOD AND COMMUNITY DESIGN THAT ENCOURAGES PHYSICAL ACTIVITY.
7. PLAN, BUILD AND MAINTAIN STREETS, TRAILS, INTERSECTIONS AND SIDEWALKS USING SUSTAINABLE DESIGN PRINCIPLES AND BEST PRACTICES.
8. CONSIDER THE LAND USE CONTEXT FOR TRANSPORTATION PROJECTS BY INCORPORATING DESIGN THAT IS SENSITIVE TO EXISTING AND FUTURE LAND USES, CONSIDERS ENVIRONMENTAL, SCENIC, AND AESTHETIC VALUES, AND THE POTENTIAL EQUITY IMPACTS OF PROJECTS.
9. EXPLORE EFFICIENT AND SUSTAINABLE FUNDING MECHANISMS FOR TRANSPORTATION, PARKS, TRAILS, AND OPEN SPACES THAT ARE DISTRIBUTED EQUITABLY THROUGHOUT THE COMMUNITY AND ACCESSIBLE TO ALL.
10. SUPPORT AN INTERCONNECTED REGIONAL AND LOCAL SYSTEM OF PARKS, TRAILS AND OPEN SPACE THAT BALANCES RECREATIONAL NEEDS WITH ENVIRONMENTALLY SENSITIVE AREAS.
11. SEEK INPUT FROM THE PUBLIC AND REVIEW RECREATION TRENDS TO ADAPT AND EXPAND EXISTING AND FUTURE FACILITIES AND PROGRAMS TO MEET THE NEEDS OF A CHANGING POPULATION AND COMMUNITY.



***“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.” — Jane Jacobs***

## LIVABILITY

The cornerstone of a city’s quality of life is its housing opportunities and livability. According to AARP, a livable community is “one that is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services.” Once in place, those resources enhance personal independence, allow residents to remain in their homes and communities as they age, and foster residents’ engagement in the community’s civic, economic, and social life.

One of the key aspects of livability is the ability to offer a diverse mix of housing in cost, unit types, and neighborhood settings. When it comes to housing, one size does not fit all. Each person seeking a new place to call home must find a suitable match between price, location, housing type, and lifestyle, which can be a daunting task. A sustainable housing market that allows for a mix of housing options – such as mixed-use residential units, accessory dwelling units (ADUs), co-housing, senior living, and small lot urban estates – provides a window of opportunity to embrace new design, rehabilitate existing neighborhoods, and create a more diverse and affordable housing stock that meets the needs of all residents in Grove. By considering housing-related issues as part of the comprehensive planning process, Grove can be better prepared to meet its future housing needs.

Another key aspect of livability is the community’s ability to offer a variety of services, amenities, and opportunities to its residents.

In addition to safe and affordable housing and neighborhoods, other indicators of livability are access to public transportation, availability of amenities and services, lifelong educational opportunities, improved health and wellness, and social justice/equity. A well-built city is a healthy city that provides all residents (not just the fortunate few) with opportunities to live in areas with all the essential ingredients of a livable community. It is a place that promotes healthy and happy people and community wellbeing – a place where people want to live.

This chapter provides a framework for promoting a diverse housing supply, protecting and improving the health and livability of the City’s neighborhoods, and making adequate provisions for the current and projected needs of all socio-economic segments of the community. The City must develop housing that is affordable to residents of all income levels – from those who are experiencing housing insecurity, to low-income and workforce families, and those earning higher wages. The City must also offer choice and diversity in the range of services and amenities available to the people who live and work in the community. Such services and amenities may include transportation facilities, the built environment, recreational opportunities, natural resources, and education. Not only is livability reflected in the quantity, quality, variety, and accessibility of housing stock, a balanced and innovative housing policy also influences the local economy, public health, transportation, and mobility.



Livability policies are meant to guide decisions related to housing, quality of life, and community health. Quality and affordable housing options, strong neighborhoods with a sense of community, public health, and equality of opportunity are key to the future of the city. The following goals and strategies are identified to meet the current and future needs of Grove’s citizens and address housing affordability, health, safety, and education opportunities raised during the planning process.

**GOAL: PROVIDE SAFE, QUALITY, AND AFFORDABLE HOUSING FOR ALL RESIDENTS OF GROVE.**

**POLICIES**

- 1. ENHANCE LIVABILITY BY ENCOURAGING A VARIETY OF HOUSING TYPES AND DENSITIES.**
- 2. EXPAND HOUSING OPPORTUNITIES AND OPTIONS WITHIN EXISTING NEIGHBORHOODS.**
- 3. DEVELOP PROGRAMS TO MONITOR HOUSING AFFORDABILITY.**

*A strong community should have a range of housing options to accommodate residents of all income levels. In communities with strong tourism industries, it is even more important that housing be set aside for the workers and families who help the industry thrive. Conducting a housing affordability study can be a useful tool in gauging where the community is and identifying future policy options that will help ensure affordable housing is prioritized and accommodated in the years to come.*

- 4. WHEN FEASIBLE, MITIGATE DISPLACEMENT WITH AN EMPHASIS GIVEN TO LOCATIONS OF INFILL AND REDEVELOPMENT.**
- 5. INTEGRATE SPECIALIZED HOUSING NEEDS SUCH AS RESIDENTIAL-CARE AND TREATMENT FACILITIES,**

**SUPPORTIVE HOUSING, AND SENIOR HOUSING THROUGHOUT THE COMMUNITY IN AREAS WELL-SERVED BY PUBLIC AND PRIVATE AMENITIES AND TRANSPORTATION.**

- 6. WHEN FEASIBLE, SUPPORT AND ENCOURAGE THE PRIVATE DEVELOPMENT OF AFFORDABLE HOUSING BY OFFERING INCENTIVES TO OFFSET THE COSTS OF DEVELOPMENT REQUIREMENTS AND REDUCE BARRIERS TO THE CONSTRUCTION AND REHABILITATION OF LONG-TERM, AFFORDABLE HOUSING UNITS.**
- 7. ENCOURAGE PUBLIC AND PRIVATE ENTITIES TO DEVELOP AND MAINTAIN A DIVERSE RANGE OF HOUSING OPTIONS.**
- 8. INTEGRATE AND DISTRIBUTE AFFORDABLE HOUSING OPTIONS.**

## CASE STUDY: THE SETTLEMENT ON SHOE CREEK

Located in Central, LA, The Settlement on Shoe Creek is a 150-acre traditional neighborhood development (TND) that will contain a mix of over 479 home sites, 250 apartments, 100 assisted living units, numerous parks, pools, a fitness center, grocery store, and more than 150,000 square feet of commercial space. Additionally, a Town Green with an outdoor pavilion for concerts and outdoor events will be centrally located within the development. Spread out over several phases of development, the concept of a TND is to offer housing options for all walks and ages of life within walking distance to retail shops and commercial services. Lot sizes range from 25 feet (townhomes), 35 to 50 feet (rear alley load cottages), and 60 to 100 feet (estate homes) front load lots. The City of Central's Master Plan designated the area for this development due to the availability and access of existing infrastructure to support the development. Phase I of construction began in June 2016 and although there have been some delays in construction, the project is moving forward and is estimated to be completed in 2030 (Source: mmcre.com).



*Renderings and photos courtesy of Maestri-Murrell Real Estate and the project's Facebook page*

**GOAL: ENSURE ALL GROVE RESIDENTS HAVE SAFE, CONVENIENT, AND AFFORDABLE ACCESS TO BASIC SERVICES AND A VARIETY OF AMENITIES.**

**POLICIES**

- 1. IMPROVE EQUITABLE ACCESS TO RESOURCES THAT IMPROVE QUALITY OF LIFE, INCLUDING CULTURAL AND NATURAL AMENITIES, HEALTH CARE, EDUCATION, PARKS, RECREATION, NUTRITIOUS FOOD, AND THE ARTS.
- 2. REQUIRE HIGHER-DENSITY HOUSING AND MIXED-USE DEVELOPMENT IN LOCATIONS THAT ARE CURRENTLY, OR WILL BE, SERVED BY TRANSIT IN THE FUTURE.
- 3. ENSURE APPROPRIATE INFRASTRUCTURE INVESTMENTS IN AREAS PLANNED FOR MIXED-USE AND MIXED-HOUSING DEVELOPMENTS.
- 4. ENSURE NEIGHBORHOODS ARE SAFE, ACCESSIBLE, AND WELL-CONNECTED FOR ALL MODES.
- 5. PROVIDE A PUBLIC TRANSIT SYSTEM THROUGH PUBLIC-PRIVATE PARTNERSHIPS TO PROVIDE TRANSIT SERVICE ALONG MAJOR TRANSPORTATION CORRIDORS AND ACTIVITY CENTERS.

*The term “transit-oriented development” (TOD) has been widely applied and accepted to mean a pedestrian-friendly community that is located near public transit stations and includes mixed uses, higher densities, and compact design. The benefits of TOD include better mobility, reduced car traffic, reduced household spending on transportation, healthier lifestyles, lower pollution, higher foot-traffic for commercial businesses, and decreased suburban sprawl.*

*Public-private partnerships (P3s) in transportation are contractual relationships typically between a state or local government, who are the owners of most transportation infrastructure, and a private company. There are three main potential benefits of public-private partnerships in transportation: (1) P3s are a way to attract private capital to invest in transportation infrastructure; (2) P3s may be able to build and operate transportation facilities more efficiently than the public sector through better management and innovation in construction, maintenance, and operation; and (3) the public sector can transfer to the private-sector partner many of the risks of building, maintaining, and operating transportation infrastructure (Source: FAS.org).*



*Transit Oriented Development (Source: lincidaho.com)*

**GOAL: PRESERVE AND REINFORCE THE STABILITY AND DIVERSITY OF THE CITY'S NEIGHBORHOODS IN ORDER TO ATTRACT AND RETAIN LONG-TERM RESIDENTS AND BUSINESSES AND ENSURE THE CITY'S RESIDENTIAL QUALITY AND ECONOMIC VITALITY.**

**POLICIES**

**1. PROMOTE EFFORTS THAT MAKE THE CITY MORE ATTRACTIVE TO WORKING FAMILIES BY IMPROVING HOUSING OPTIONS AND OTHER SERVICES THAT ARE ATTRACTIVE TO WORKING FAMILIES.**

*potential displacement of residents and businesses, increase access to opportunity, and help vulnerable populations thrive and contribute to the local economy and culture. Successful anti-displacement programs analyze neighborhood market and demographic data to determine how and why displacement may be occurring in neighborhoods and offer recommended strategies to help reduce the potential for displacement (Source: sfplanning.org).*

**2. STABILIZE RESIDENTS AND BUSINESSES AT RISK OF DISPLACEMENT THROUGH PROGRAMS AND POLICIES THAT HELP THEM TO STAY IN THEIR EXISTING COMMUNITY.**

*Many communities are experiencing increasing income inequality, rising property values tied to economic growth, and a lack of affordable housing. These realities are leading to a loss of the middle class and displacement for many communities while the economy booms for others. Housing stock has not kept pace with job growth, pushing prices up for a limited supply of units. To overcome this, communities are developing initiatives to mitigate the*

**3. PROMOTE QUALITY JOBS AND QUALITY NEIGHBORHOODS TO ATTRACT RESIDENTS.**

**4. PROVIDE THOUGHTFUL, YET DILIGENT ENFORCEMENT OF REGULATIONS RELATED TO ANIMAL CONTROL, NUISANCE ACTIVITY, AND PROPERTY MAINTENANCE.**

## CASE STUDY: ELDERSPIRIT COMMUNITY – ABINGDON, VA

The second senior co-housing community in the United States, ElderSpirit Community, opened in 2006 in the small town of Abingdon, Virginia (population approximately 8,000). A 501C-3 organization, Trailview Development Corporation (now the ElderSpirit Development Corporation) (EDC) was created to own the land, borrow finances, and build the buildings. EDC's distinctive mission is to provide co-housing communities of mutual support and late-life spirituality for those aged 55+ years. Funds to purchase 3.7 acres of land for the community were obtained from twenty-four investors. Once land was purchased and a site plan was created, EDC obtained a grant of \$240,000 from the Retirement Research Foundation. EDC ultimately raised over \$3.6 million, primarily from three public sources and a variety of private funding sources. The three public sources of support were the HOME Investment Partnership Program, which provides grants to states and localities to support the creation of affordable housing for those with low incomes, the Virginia Housing Development Authority, and the Federal Home Loan Bank of Atlanta (Source: Anne P. Glass, 2012).

The ElderSpirit community contains twenty-nine units, thirteen of which are owner-owned and sixteen which are subsidized low-income rental units. Housing types range from one-story duplex and triplexes for owner-owned units and two, two-story apartment buildings for subsidized units. The property also contains a common house, which is used for communal gatherings, meals, and events and contains an additional four smaller, affordable rental units. Originally, the base price for two-bedroom homes was \$122,679 and \$99,479 for one-bedroom homes, although these prices have increased since then. Homeowners pay \$150 per month for maintenance. If a home is sold, half of the appreciation goes back to ElderSpirit. The rents for the sixteen subsidized rental homes, which are similar in size, range from \$300 to \$505 monthly. Residents must be income eligible to qualify for a rental in the complex, with a maximum annual income for one person of \$17,150 and \$19,600 for two people. Additionally, the common house is designed to be ADA compliant and features wide hallway corridors, door handles, zero-thresholds, three-foot-wide doorways, extensive lighting, and an elevator for those who are unable to navigate the building's two interior stairways (Source: Anne P. Glass, 2012).



*ElderSpirit Community*



Grove Public Schools, NE Oklahoma A&M College

**GOAL: IMPROVE EQUITABLE ACCESS TO QUALITY EDUCATION AND LIFELONG LEARNING OPPORTUNITIES.**

**POLICIES**

1. SUPPORT GROVE PUBLIC SCHOOLS IN ITS EFFORTS TO ELIMINATE BARRIERS TO SUCCESS AND TO PROVIDE HIGH-QUALITY EDUCATION FOR ALL STUDENTS REGARDLESS OF THEIR RACE, ETHNICITY, RELIGION, GENDER, OR ECONOMIC STATUS.
2. IMPROVE THE QUALITY, AVAILABILITY AND AFFORDABILITY OF EARLY CHILDHOOD CARE, EDUCATION, AND CHILD DEVELOPMENT SERVICES.
3. PARTNER WITH HIGHER-EDUCATION INSTITUTIONS TO ENSURE RESIDENTS HAVE ACCESS TO LOCAL, QUALITY HIGHER-EDUCATION.
4. SUPPORT TRANSIT PROGRAMS THAT PROVIDE SAFE AND RELIABLE WEEKDAY ACCESS TO EDUCATIONAL OPPORTUNITIES.



*“If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places.” — Fred Kent*

## CONNECTIVITY

Grove has long enjoyed a high quality of life complemented by a congestion-free network of roadways. Until recently, residents have moved about the city with few impediments; however, due to effects of growth in both population and visitors and a dependency on automobiles, traffic volumes and congestion have increased.

That said, Grove is characterized by good access to major regional auto corridors, including U.S. Highway 59 and State Highway 10 and is approximately 15 minutes from the I-44 Turnpike. In 2015, traffic along U.S. Highway 10 and State Highway 10 averaged roughly 13,000 vehicles per day and over 4.7 million vehicles annually. These routes have served the residents of Grove well and provide convenient access and connectivity to regional job and activity centers.

To be a successful community, Grove will need to improve the walkability of the community. It will be essential to provide linkages to connect neighborhoods with amenities, such as schools and parks. Residents desire access to areas where they work and play within walking distance. Residents also desire more regional trail improvements, including expanding and connecting the existing trail system to increase physical activity and leisure activity. This connection will not only serve the demands of the community but will also

provide an economic benefit by attracting additional tourism to the area.

The Grove Regional Airport, managed by the Grove Municipal Airport Managing Authority (GMAMA) is an important asset to the city and its transportation network. Built in 1960, the airport is currently operating as a one runway system and includes twenty seven privately owned hangars and twenty T-hangars on the property. The airport is critical to major employers in the city, who rely on the airport to fly staff and equipment to sites all over the country, as well as residents and tourists traveling to and from Grove. Additionally, many emergency transfer services land their helicopters and planes on the runway to meet ambulances in order to transfer patients. Approximately 40 acres are currently available for future expansion and additional development for commercial and industrial businesses; therefore, it will be important to coordinate airport planning with other development plans.

Moving forward, it will be important to keep in mind that growth and opportunity in a city depends foremost on availability of ease of access to its population. Connecting transportation and land use planning is the first step in creating more sustainable developments with increased connectivity and accessibility.

## FUTURE TRANSPORTATION

Grove is a destination city, attracting tourists and part-time residents year-round. Planning for the influx of people that visit the city means extra planning for current and future needs. All of those people have to get here somehow – meaning Grove’s roadway network should be assessed on a consistent basis to ensure the level of service is being met for residents. The purpose of the Future Transportation Map is to provide a blueprint for how the future transportation network in Grove should look like. This map was created so that it matches the Future Land Use Map and provides appropriate roadway systems for future development. The Future Transportation Plan and the Future Land Use Plan are interrelated as one directly impacts the other. The Future Transportation Plan also shows an expanded trail system and golf cart trails to connect neighborhood with open space and commercial areas. Careful planning of the transportation network is very important as it connects the various residential, commercial, industrial and recreational centers within the city. The transportation network is one of the principal driving forces behind the economic and social growth of a city and serves as the lifeline of its economy. To understand how transportation systems function, provided below are important criteria elements.

### Roadway Hierarchy

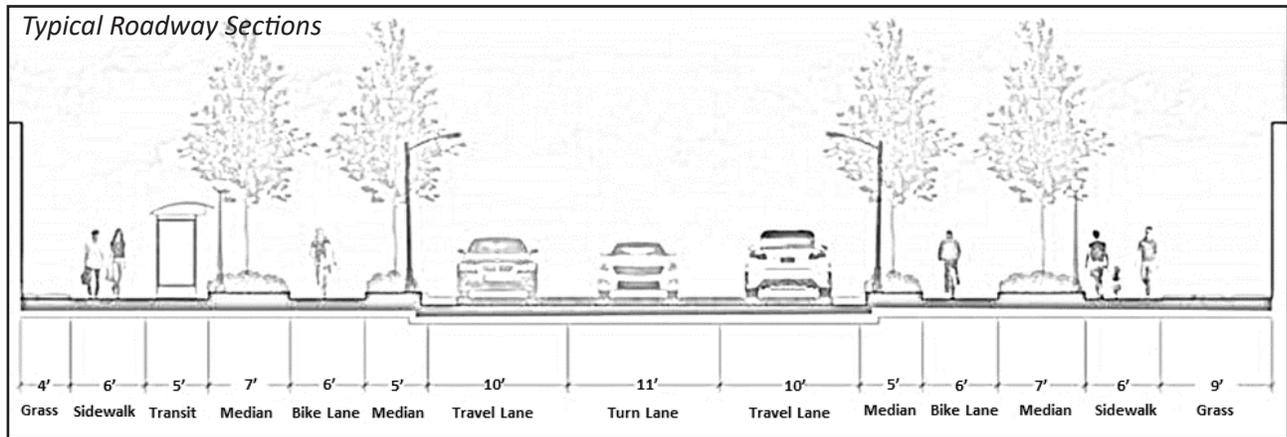
**Minor Arterials.** Lower carrying capacity than Principal Arterials. These roadways are intended to carry people and goods for moderate distances and often serve smaller geographic areas than Principal Arterials.

**Major and Minor Collectors.** Lower carrying capacity than Arterials. These roadways are intended to collect traffic from Local Roads and carry it to the Arterial roadway network.

**Local Roads.** Provide direct access to individual parcels of land (residential, commercial, agricultural, etc.) Intended to carry people and goods for short distances and tend to be designed to discourage through traffic.

**Access and Levels of Service (LOS).** There are many ways that access can be hindered within a transportation network. A well-functioning transportation system allows people and goods to move from Point A to Point B in a safe and efficient manner. Any municipality will at times experience roadway congestion. However, when motorists experience levels of service D-F, accessibility in the area is negatively affected. An integrated approach to solving issues of congestion and accessibility relies on a blend of techniques including increasing multimodal transportation options, designing roads that can accommodate a mix of traffic, and diverting heavy traffic away from higher density pedestrian-oriented areas, such as the Downtown District. Encouraging residents to carpool to work, school, and other destinations can also assist in reducing roadway congestion.

<i>Level of Service (LOS)</i>	<i>Characteristics</i>
<i>A</i>	<i>Free flow</i>
<i>B</i>	<i>Reasonably free flow</i>
<i>C</i>	<i>Stable flow, at or near free flow</i>
<i>D</i>	<i>Approaching unstable flow</i>
<i>E</i>	<i>Unstable flow</i>
<i>F</i>	<i>Forced or breakdown flow</i>



### Pavement Management Plan

Poe and Associates completed a Pavement Management Plan for the City of Grove that was updated in 2018. Their findings indicated that many of Grove’s roadways need pavement maintenance to continue being safe for motorists and pedestrians. If Grove were to address all roadway maintenance issues listed in Poe’s plan, it would cost the city millions of dollars. Therefore, it is recommended that Grove focus on converting East O’Daniel Parkway into a downtown bypass, as well as on maintaining and improving existing local roadways. Development of new roadways is not recommended unless deemed necessary. Improvements to roadways should include the addition of pedestrian and cycling infrastructure where possible.

### East O’Daniel Parkway as a Bypass

Grove’s downtown is a place for people to shop, dine, and recreate. As such, pedestrians should feel safe and comfortable moving throughout the downtown area. While the area contains sidewalks and is well lit, heavy freight trucks that pass through downtown on US-59 can feel imposing and create unsafe conditions for pedestrians. These extra wheels rolling through downtown can also be noisy and carry dust and other air pollutants through the corridor. By converting O’Daniel Parkway, located just north of 3rd Street, into a bypass for the city’s downtown, Grove would be able to divert traffic and improve safety conditions through its main commercial corridor. Signage would need to clearly indicate the presence of the bypass and indicate that thru traffic should be diverted appropriately. Capital funding for this project should also include streetscape improvements for the downtown area.

### Trails Plan

The proposed Trails Plan that is included in the Future Transportation Map is conceptual. This conceptual Trails Plan should be used as a guide for the City of Grove as it moved forward with the development of future trails projects. Future bicycle and pedestrian trails should be designated as such and kept separate from trails that allow for golf cart access.

### Prepare Bicycle and Pedestrian Improvement Plan

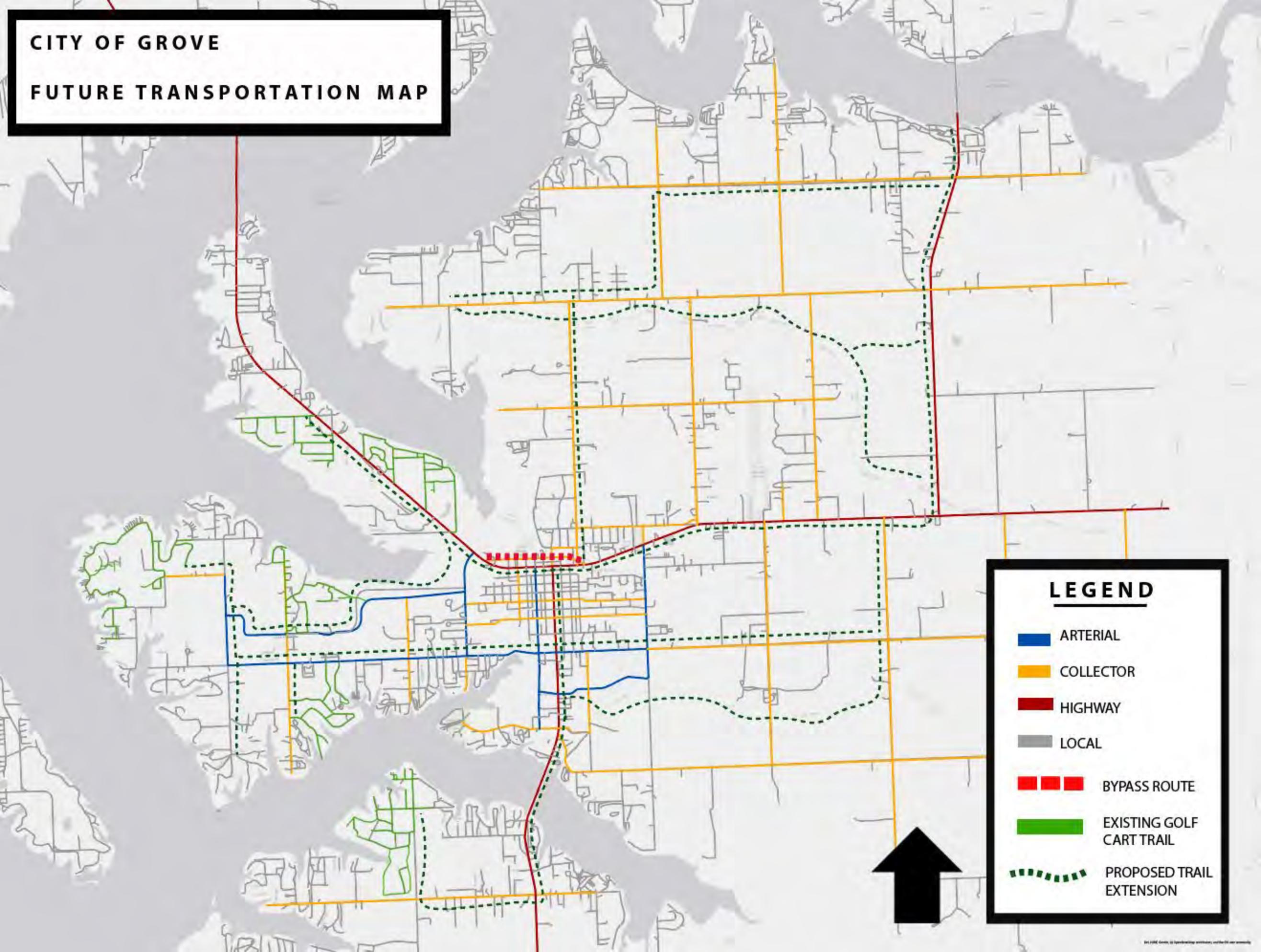
During the Comprehensive Planning process, residents of Grove indicated that they were interested in seeing bicycle and pedestrian improvements in their community. To achieve this goal, it is recommended that the city prepare a Bicycle and Pedestrian Improvement Plan. On its website, the Federal Highway Administration (FHWA) provides guidance and assistance for communities to make such improvements. Some of the action items the FHWA recommends local governments incorporate into Bicycle and Pedestrian Improvement Plans include but are not limited to:

- Organizing a bicyclist/pedestrian program
- Planning and constructing needed facilities
- Promoting bicycling and walking
- Educating bicyclists, pedestrians, and the public
- Enforcing laws and regulations

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*Future Transportation Map Placeholder*

**CITY OF GROVE**  
**FUTURE TRANSPORTATION MAP**



**LEGEND**

- ARTERIAL
- COLLECTOR
- HIGHWAY
- LOCAL
- BYPASS ROUTE
- EXISTING GOLF CART TRAIL
- PROPOSED TRAIL EXTENSION

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*Future Transportation Map Placeholder*

## PLANNING FOR A SAFE & WELL-CONNECTED COMMUNITY

As Grove grows, it is important that residents and government leaders take steps to preserve their assets for future residents to enjoy. How this is done demonstrates the City's core values of environmental stewardship, enhanced community pride, and economic health, among others. In the comprehensive planning process, residents voiced the desire to live in a place that is welcoming, safe, and enjoyable; they want a livable community in which they can easily walk, bicycle, visit, and feel connected to neighbors and public spaces. A balanced, welcoming, and efficient transportation system is a key component of a safe and well-connected community. This section contains several tools for calming local traffic in order to maintain a livable and safe community.

### ROUNDBABOUTS

A roundabout is a circular, raised island with deflector islands that form a hub for the traffic that flows around it and the streets that shoot off it. Roundabouts are located at the intersection of a collector or arterial street with one or more crossing roadways. Traffic circulates within roundabouts in a counter-clockwise direction and exits the circle by turning right onto the desired street; therefore, no left-turning movements are needed. Roundabouts are usually less expensive to install and maintain than traffic signals. They reduce crashes 50-90% at intersections previously controlled with traffic signals or stop signs. They can also handle 30% more traffic than intersections with signals and eliminate the need to widen roads to increase intersection capacity. Roundabouts need to be constructed to accommodate pedestrians and bicyclists with crossing points and medians and should not permit a motorists to travel faster than 15-20 mph. Typically, a landscaped roundabout ranges from \$45,000 to more than \$150,000, but can often be built for less than the cost of installing conventional signal system.

### PEDESTRIAN REFUGE ISLANDS

A pedestrian refuge island is a raised island placed in the center of the street at intersection or mid-block locations to help protect pedestrians from motor vehicles. As with medians, refuge islands allow pedestrians to be concerned with only one direction of traffic at a time. For example, a pedestrian can cross to the refuge island and wait for an adequate gap in traffic before crossing the second half of the street. Where mid-block or intersection crosswalks are to be installed at uncontrolled locations (i.e., where there are no traffic signals or stop signs), raised medians should be strongly considered as a supplement to the crosswalk. Pedestrian refuge islands can be as narrow as 4 feet, but 8 feet is recommended and should be accessible to pedestrians with a visual impairment or in wheelchairs. Pedestrian refuge islands are a good tool to utilize for "Safe Route to School" crossing guards near schools and other prioritized locations. Pedestrian refuge islands can typically cost anywhere from \$6,000 to \$10,000 for basic island, but more for those with significant landscaping, signage, or reflectors.

### MEDIANS

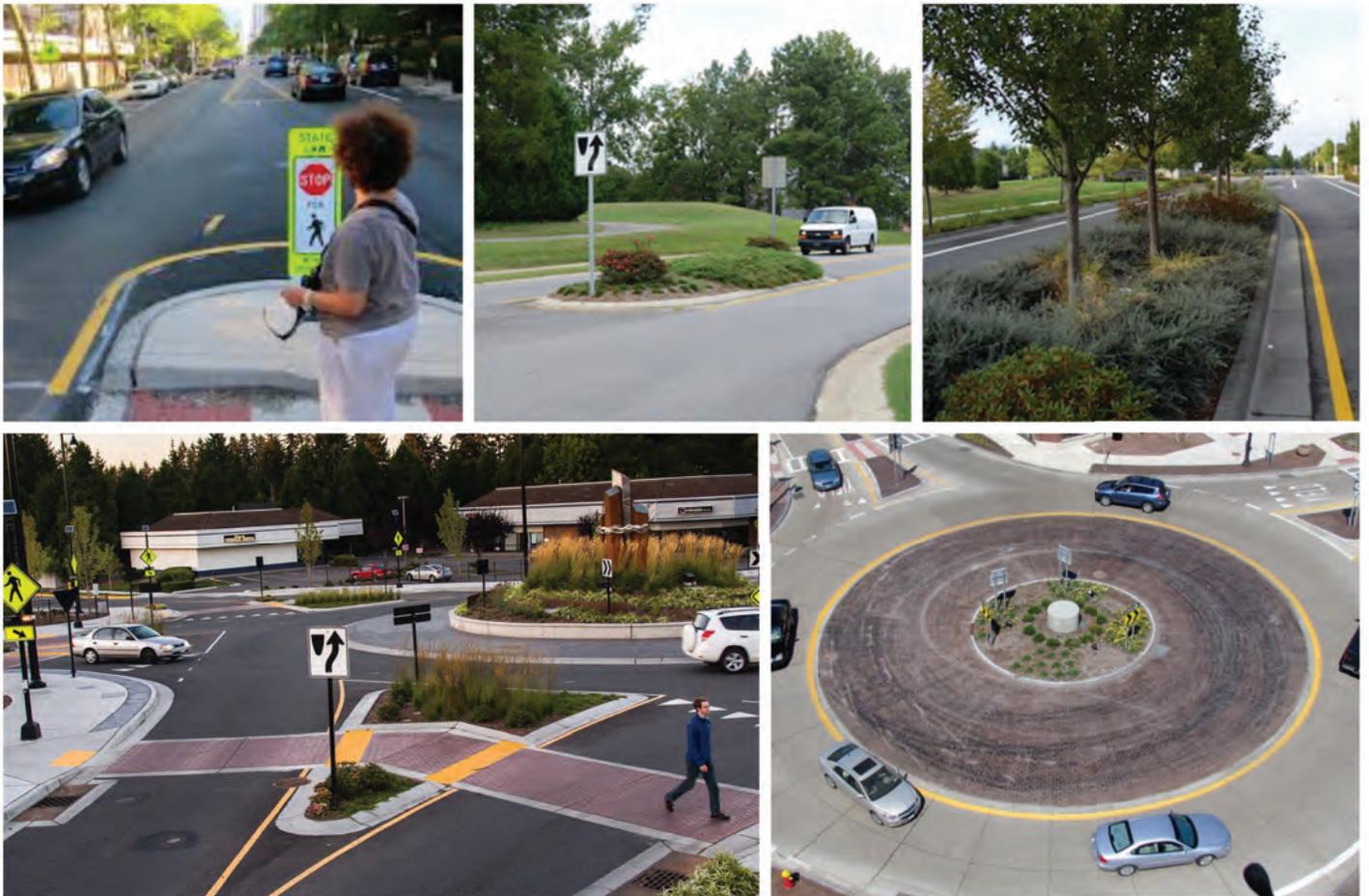
A median may be considered a long pedestrian refuge island which is raised and located near the center portion of the street. Medians provide a refuge for pedestrians and bicyclists who cross a street mid-block or at intersections. Adding medians to existing streets may require reducing lane widths, the number of lanes, and/or removing on-street parking. Medians can be designed with turning pockets at intersections or at restricted locations. Typically, safety is enhanced due to a reduction in vehicle speed and an increase in separation between opposing directions of traffic and a reduction in points of conflict where turns are allowed. Medians provide a signature landscape opportunity and can increase community pride and sense of place.

## CONNECTIVITY

### LANDSCAPING TREATMENTS

The use of landscaping along a street provides separation between motorists and pedestrians, can reduce vehicle speeds by reducing the roadway's effective width, and provides a more pleasant street environment for both pedestrians and motorists. Landscaping treatments also improve property values, increase neighborhood pride, and sense of place among residents by projecting an image that the street is a part of a place and not just a through route. The cost of installing landscaping varies and can typically cost anywhere between \$1,000 to \$10,000. Often municipalities will pay for the initial installation and tree maintenance, while neighborhood or local groups will agree to maintain smaller plantings.

To implement these tools, a citywide traffic calming plan needs to be created and implemented. The first step in this process is to create a citywide traffic calming program through a process that involves both residents and city staff. A successful program or process should identify existing problems or issues within a study area for which traffic calming may provide a solution. The “before” conditions of streets within the study should be studied and data should be obtained to quantify the problem and determine the effectiveness of traffic calming measures. Next, a plan should be formulated that includes a description of the data and identifies recommended traffic calming measures that are appropriate for the setting and the problem to be addressed. The plan should also include strategies for implementation.



*Clockwise from top left: Pedestrian Refuge Island, Village of Downers Grove; Landscaped Median, City of Raleigh; Street Landscaping, USDA Forest Service; Traffic Calming Measures, Carmanah; Street Roundabout, Dan Burden.*



Connectivity policies are meant to guide decisions related to transportation. Transportation planning is the process used by municipalities and other governmental entities to provide for the development of an efficient and appropriate transportation system to meet existing and future travel needs. The following goals and strategies are identified to meet the current and future needs of Grove’s citizens and improve mobility for all users.

**GOAL: ESTABLISH AND MAINTAIN A BALANCED MULTI-MODAL TRANSPORTATION SYSTEM THAT PROVIDES EFFICIENT AND SAFE MOBILITY THAT SERVES THE CURRENT NEEDS OF THE COMMUNITY AND ESTABLISHES THE FOUNDATION FOR A TRANSPORTATION SYSTEM THAT IS SUSTAINABLE FOR THE FUTURE.**

**POLICIES**

- 1. CONTINUE TO MAINTAIN A TRANSPORTATION IMPROVEMENT PLAN THAT ADDRESSES SHORT AND LONG-TERM TRANSPORTATION AND INFRASTRUCTURE NEEDS, MAINTENANCE, AND PRESERVATION.**
- 2. ADOPT LEVEL OF SERVICE STANDARDS FOR CITY TRANSPORTATION SYSTEM.**

<i>Level of Service (LOS)</i>	<i>Characteristics</i>
<i>A</i>	<i>Free flow</i>
<i>B</i>	<i>Reasonably free flow</i>
<i>C</i>	<i>Stable flow, at or near free flow</i>
<i>D</i>	<i>Approaching unstable flow</i>
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<i>F</i>	<i>Forced or breakdown flow</i>

*There are many ways that access can be hindered within a transportation network. A good transportation system allows people and goods to move from Point A to Point B in a safe and efficient manner. Any municipality will at times experience roadway congestion, with motorists expecting it to a certain degree. However, when motorists experience levels of service D-F (see Figure to the right) it negatively affects accessibility in the area. An integrated approach to solving issues of congestion and accessibility relies on a blend of techniques including increasing multimodal transportation options, designing roads that can accommodate a mix of traffic, and diverting heavy traffic away from higher density pedestrian-oriented areas, such as the Downtown District. Encouraging residents to carpool to work, school, and other destinations can also assist in reducing roadway congestion.*

- 3. ADDRESS SHORT-TERM AND LONG-TERM STRATEGIES TO REDUCE ROADWAY CLEARANCE AND STACKING ISSUES.**
- 4. INVESTIGATE IMPLEMENTING A DEVELOPMENT IMPACT FEE PROGRAM.**
- 5. INVESTIGATE REQUIRING TRAFFIC IMPACT STUDIES AT TIME OF DEVELOPMENT.**
- 6. PURSUE INNOVATIVE FINANCING OPTIONS TO FUND TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS.**

## POLICIES

- 1. IMPROVE EFFICIENCY THROUGH MONITORING TRAFFIC AND UPDATING TRAFFIC CONTROL SYSTEMS.**
- 2. DESIGN TRANSPORTATION INFRASTRUCTURE HOLISTICALLY FOR ALL MODAL USERS.**
- 3. ENCOURAGE THE ADOPTION AND IMPLEMENTATION OF LOCAL POLICIES AND ORDINANCES TO FULFILL COMPLETE STREETS CONCEPTS.**
- 5. DEVELOP PEDESTRIAN AND BICYCLE PATH NETWORK THAT SERVES ALL SEGMENTS OF THE COMMUNITY.**
- 6. INSTITUTE A PROGRAM IN CONJUNCTION WITH DEVELOPMENT APPROVALS, WHICH PROMOTES AND ENCOURAGES THE DEDICATION, PRESERVATION, OR PROTECTION OF RIGHTS OF WAY FOR EXISTING AND FUTURE ROADWAY NETWORKS.**

*Complete Streets is a design approach that accommodates users of all modes and abilities. Some key elements of Complete Streets design include:*

- *An active streetscape*
- *Pedestrian-scale lighting*
- *Green Infrastructure*
- *Street Furniture*
- *Bicycle Facilities*
- *Signage*
- *Accessibility for All*
- *Surface Types*

## **4. PREPARE BICYCLE AND PEDESTRIAN IMPROVEMENT PLAN.**

*During the Comprehensive Planning process, residents of Grove indicated that they were interested in seeing bicycle and pedestrian improvements in their community. In order to achieve this goal, it is recommended that the city prepare a Bicycle and Pedestrian Improvement Plan. On its website, the Federal Highway Administration (FHWA) provides guidance and assistance for communities to make such improvements. Some of the action items the FHWA recommends local governments incorporate into Bicycle and Pedestrian Improvement Plans include, but are not limited to:*

- *Organizing a bicyclist/pedestrian program;*
- *Planning and constructing needed facilities;*
- *Promoting bicycling and walking;*
- *Educating bicyclists, pedestrians, and the public;*  
*and*
- *Enforcing laws and regulations.*

## CASE STUDY: YALE, OKLAHOMA SAFE ROUTES TO SCHOOL PROGRAM

Today, more than ever, there is a need to provide options that allow children to walk and bike to school. Some communities have great facilities for walking and bicycling to school, but few students are taking advantage of it. Other communities have children walking and bicycling to school in unsafe conditions or along poorly maintained routes, while some communities do not have children walking or bicycling to school at all. Safe Routes to School (SRTS) is an initiative that encourages students to walk, bike, and take other active transportation with other students in the community. Communities that have implemented SRTS programs have seen the many benefits, including:

- **SAFER STUDENTS.** Improved traffic safety and increased opportunities to learn about and practice road safety.
- **HEALTHIER STUDENTS.** Increased daily physical activity, forming healthy habits that can last a lifetime, and decreasing the risk of chronic disease and obesity.
- **SCHOOL TRANSPORTATION FIXES.** Solutions to school transportation issues such as reduced or no bus service, dangerous traffic congestion at pick-up/drop-off times, and student absences and tardiness due to transportation challenges.
- **COMMUNITY CONNECTIONS.** Increased family and community engagement, providing positive social opportunities for students, families, school staff, and community stakeholders, boosting a sense of community and improving neighborhood connections.

For small rural communities, these efforts can be what saves lives. In Payne County, the City of Yale has recently passed a unanimous resolution demonstrating the community’s commitment for children to safely walk to school. In Yale, the school is located along a busy highway with very few sidewalks and cars that frequently drive over the speed limit. Yale has plans within the next five years to incorporate sidewalks to the school along highway 51 in their long-range transportation plans with ODOT. Additionally, to discourage cars from speeding, members of the city police department have increased law enforcement around the school. However, until infrastructure is available to support SRTS efforts, it is even more imperative to talk to students about pedestrian safety when walking to and from school.



*Various Safe Routes to School Programs in Oklahoma*

**POLICIES**

**20.MAINTAIN AND ENHANCE THE CITY’S STREET GRID PATTERN.**

**21.MINIMIZE THE USE OF DEAD-END STREETS THAT FUNNEL TRAFFIC TO ONE LOCATION.**

**22.REQUIRE SIDEWALK IMPROVEMENTS TO IMPROVE CONNECTIVITY TO THE PEDESTRIAN INFRASTRUCTURE.**

**23.IMPLEMENT TRAFFIC CALMING STRATEGIES TO INCREASE PEDESTRIAN SAFETY.**

*Roundabouts should be considered when designing new intersections or making improvements to existing intersections. Roundabouts have been shown to:*

- *Be safer than signalized intersections;*
- *Reduce frequency and severity of crashes;*
- *Reduce traffic delays and increase traffic capacity;*
- *Slow excessive traffic speeds while still improving traffic flow;*
- *Reduce long-term operational costs;*
- *Be more environmentally-friendly than traditional intersections due to less vehicle emissions, fuel use, and noise; and*
- *Be more aesthetically-pleasing than traditional traffic intersections.*

**24.UPDATE ENGINEERING AND ROADWAY DESIGN STANDARDS TO PROVIDE ENHANCED SAFETY, IMPROVED STREET CHARACTER, AND ALLOW FOR APPROPRIATE TRAFFIC VOLUMES.**

**25.IMPLEMENT WAYFINDING SIGNS FOR BOTH VEHICULAR AND PEDESTRIAN TRAFFIC.**

**26.ENSURE ADEQUATE LIGHTING, WHILE RESPECTING LIGHT POLLUTION ISSUES, FOR FUTURE AND EXISTING MOTORIZED AND NON-MOTORIZED TRANSPORTATION INFRASTRUCTURE.**

**27.ENCOURAGE SHARED USE PARKING AND JOINT ACCESS WITH SURROUNDING USES.**

**28.CONTINUE TO UTILIZE AND IMPLEMENT THE FUTURE LAND USE MAP IN CONJUNCTION WITH THE CAPITAL IMPROVEMENT PLAN AND MASTER TRANSPORTATION PLAN.**

## CASE STUDY: TULSA BIKE SHARE

Tulsa Bike Share, a public-private partnership developed over the last 3 years, is launching Phase I of their smart bike-sharing system, This Machine, including 160 bikes and 25 stations in downtown Tulsa and along Route 66. Phase II of This Machine’s service will expand the network into the Pearl District, Kendal Whittier, SOBO District, Cherry Street, Brookside and the Gathering Place. By providing a network of bicycles that can be rented on-demand from stations located around the city, it will change the way residents and visitors move about and experience the community. The mission of Tulsa Bike Share is to transform the community by providing a high quality, convenient and affordable bicycle transit system that will connect people to more places where they live, work, and play in the region. Tulsa Bike Share is a partner of Saint Francis Tulsa Tough, a 501c3 which shares a passion for promoting bike culture, as well as the George Kaiser Family Foundation, Chapman Family Trust, the City of Tulsa, and the Indian Nation Council of Governments (Source: This Machine Tulsa).

**REASONS TO BIKE THIS YEAR**

#1: We Often Drive When We Don't Need To

**21.4%** of trips by car are **1 mile** or less

**35.2%** of trips by car are **2 Miles** or less

**45.6%** of trips by car are **3 Miles** or less

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FEDERAL HIGHWAY ADMINISTRATION  
in their National Household Travel Survey



**REASONS TO BIKE THIS YEAR**

#2: It's Good For You

Commuting by bike means you are:

**46%** less likely to develop a cardiovascular disease

**45%** less likely to develop cancer

*"Commuting... by bicycle was associated with a lower risk of a range of adverse health outcomes"*

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THE BMJ  
a weekly peer-reviewed medical journal published by the British Medical Association



Photos courtesy of This Machine Tulsa



*“The environment is in us, not outside of us. The trees are our lungs, the rivers are our bloodstream. We are all interconnected, and what you do to the environment you ultimately do to yourself.”* — Ian Somerhalder

## CONSERVATION

Natural resources are the cornerstone of Grove’s community, economy, and history. Therefore, their protection and enhancement is of high importance to Grove and its residents. A clean, healthy environment is something most residents of Grove care about.

Grove’s environment can be summarized into three different contexts: the redevelopment of the downtown urban area, the developing suburban neighborhoods, and rural areas that are beyond the reach of projected development. In the redeveloping downtown urban area, we focus on the impact of the built environment and providing access to parks and open space. In suburban neighborhoods, we focus our concerns on the use of land and protection of natural settings in newly developed areas. In rural areas, issues include both the protection of environmental features and the control of pollutants that can degrade land and waterways. As new neighborhoods, commercial areas, infrastructure, and other community features are built, preserving the remaining resources and restoring lost and degraded areas by developing strategically and compactly is essential to providing economic and social benefits for current and future generations. Development decisions must protect these important land-based assets.

The Conservation element of the Comprehensive Plan is intended to guide the protection and use of the City’s natural resources and open space. Balancing the protection and conservation of our natural resources with the demands for development can be a contentious task. The City of Grove has an abundance of natural resources, including Grand Lake, rivers and springs, scenic areas, wetlands, and other environmentally sensitive areas. These resources are highly valued for their natural beauty, wildlife habitat, the recreational opportunities they provide, and their contribution to the local economy.

The purpose of this section is to provide city staff and residents with the knowledge, methods, and tools necessary to address the challenges of balancing land development with the health of the environment. The goals, policies, and strategies contained in this section will guide the City in managing and protecting its natural resources over the next 20 years and beyond.



Conservation policies are meant to guide decisions related to protecting open space and natural resources. With careful design, it is possible to preserve unique natural resources as amenities for future residents while also accommodating development. The following goals and strategies are identified to provide recreational opportunities, help manage stormwater, and improve water quality.

**GOAL: BALANCE COMMUNITY DEVELOPMENT WITH PROTECTING THE NATURAL RESOURCES AND AESTHETICS OF THE GROVE AREA.**

**POLICIES**

- 1. ENCOURAGE DEVELOPMENT AND REDEVELOPMENT PROJECTS THAT USE SMART GROWTH PRINCIPLES.**
- 2. ENSURE PROTECTION OF EXISTING TREES WHEN NEW DEVELOPMENT TAKES PLACE.**

*Trees are important resources in any community - for the shade they provide, the pollution and stormwater they filter, and the sense of community character they impart. One way to protect these vital community assets is to implement a Tree Preservation Program. Tree Preservation Program elements can include pruning guidelines for various tree species and prior approval before the removal or replacement of mature trees. Guidelines for new development can include a minimum tree planting requirement or a fee can be collected and reallocated to a Tree Preservation Trust Fund.*
- 3. FOLLOW ENVIRONMENTAL BEST MANAGEMENT PRACTICES FOR THE MAINTENANCE OF PARKS AND OPEN SPACE.**
- 4. ESTABLISH A FRAMEWORK TO MANAGE GROWTH THAT PROTECTS BOTH RURAL AND URBAN CHARACTER.**
- 5. REQUIRE SPECIAL LANDSCAPING AND PRESERVATION OF MATURE TREES BETWEEN DEVELOPED AREAS AND SEMI-RURAL AREAS.**
- 6. COORDINATE SCENIC ROADWAY IMPROVEMENTS WITH LOCAL ROADWAY IMPROVEMENTS.**



*Photo courtesy of Mandy Campbell*

**GOAL: MAINTAIN HIGH STANDARDS FOR ENSURING CLEAN WATER QUALITY.**

**POLICIES**

**1. PARTNER AND COLLABORATE WITH WATER SERVICE PROVIDERS TO ENSURE ADEQUATE, SAFE, AND RELIABLE WATER SUPPLIES.**

**2. WHEN FEASIBLE, PARTNER WITH EFFORTS TO ENHANCE WATER CONSERVATION, EFFICIENCY AND EDUCATION PROGRAMS.**

*The foundation of a strong conservation program is to have an informed and engaged community. Partnering and collaborating with local organizations such as the Grand River Dam Authority and the non-profit Blue Thumb could help to achieve this goal. Collaborative strategies could include holding workshops and disseminating information on the importance of implementing conservation strategies. On its website, the United States Department of Agriculture (USDA) provides an array of educational materials for a range of targeted demographics. Partnering with local schools to promote conservation materials can also be an effective way to get local youth involved and engaged in conservation efforts.*

**3. DESIGN STORMWATER SYSTEMS TO MINIMIZE THE INTRODUCTION OF HUMAN-CAUSED POLLUTANTS. PURSUE EDUCATIONAL PROGRAMS AND DEMONSTRATION PROJECTS TO ENHANCE PUBLIC UNDERSTANDING OF POLLUTION PREVENTION EFFORTS.**

*Stormwater Management Plans can serve as an effective policy guidance tool to help reduce flooding and water pollution within a community. On its website, the Environmental Protection Agency offers a Stormwater Management Program template to aid communities in the process. Topics in the template include basic information on Stormwater Management, contact information for municipal staff, list of receiving water bodies,*

*stormwater management plan information and statistics, implementation strategies such as permit requirements and best management practices, pertinent maps, and information regarding the pollutants of concern.*

**4. PURSUE AND IMPLEMENT LOW IMPACT DEVELOPMENT (LID) AS AN EFFECTIVE APPROACH TO ADDRESS STORMWATER QUALITY AND IMPACTS TO STREAMS BY URBANIZATION.**

*Low Impact Development (LID) is a strategy that combines natural and engineered storage and infiltration methods to control stormwater runoff. Some examples of LID techniques include but are not limited to:*

- *Engineered Systems that filter stormwater from impervious pavements, such as Bioretention Cells, Filter Strips, Tree Box Filters;*
- *Engineered systems that retain stormwater and slowly infiltrate water, such as subsurface collection facilities under parking lots, bioretention cells and infiltration trenches;*
- *Modifications to infrastructure to decrease the amount of impervious surfaces such as curbless, gutterless, and reduced width streets;*
- *Low-tech vegetated areas that filter, channel, and retain storm water such as rain gardens and bioswales;*
- *Innovative Materials intended to disconnect impervious surfaces or are made of recycled material such as porous concrete, permeable pavers, or site furnishings made of recycled waste;*
- *Water Collection Systems such as subsurface collection facilities; and*
- *Native or site-appropriate vegetation.*

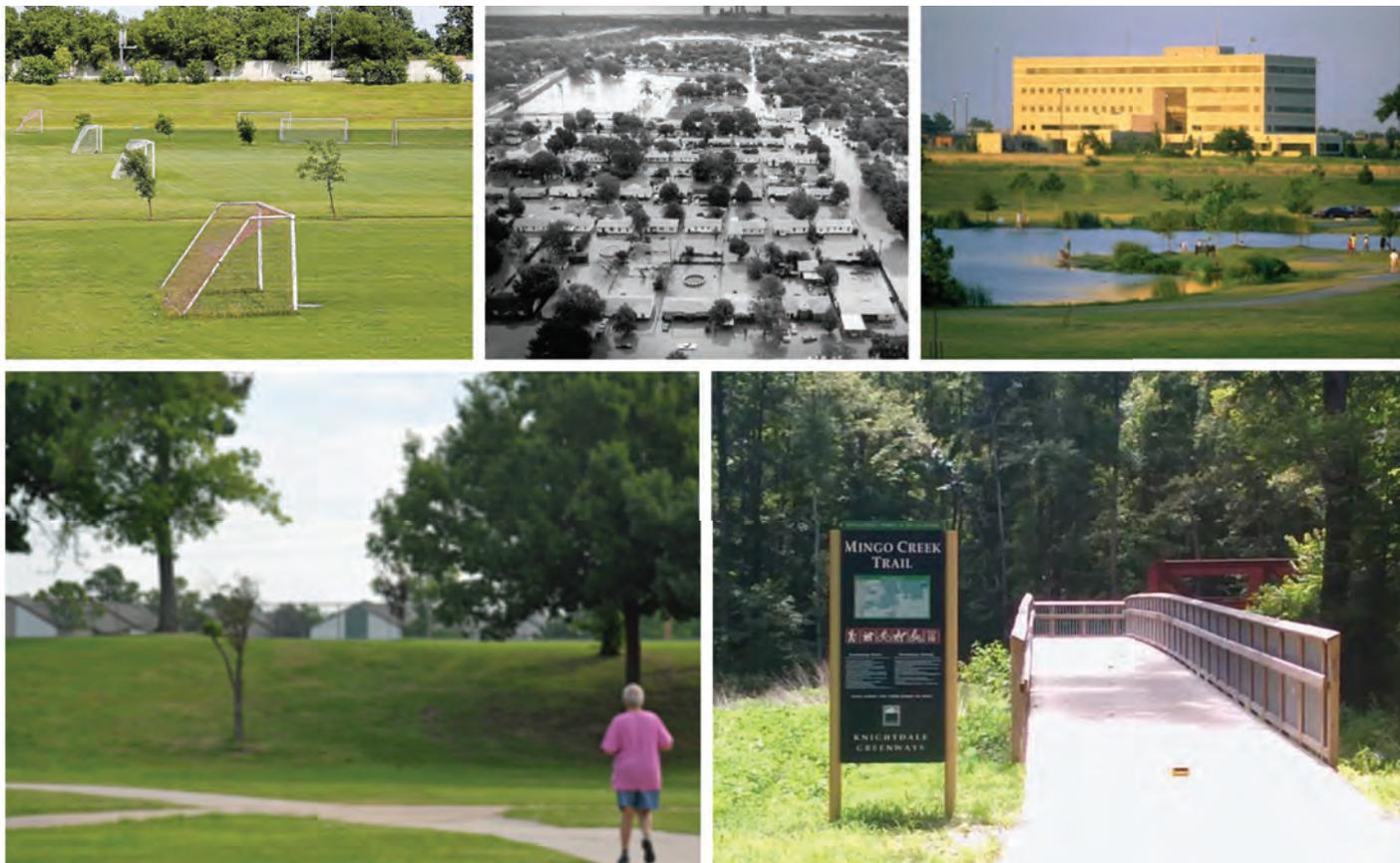
5. **APPLY COST-EFFECTIVE POLLUTION PREVENTION AND ZERO-WASTE STRATEGIES THAT WILL HELP PROTECT ENVIRONMENTAL RESOURCES.**
6. **DESIGN FLOOD CONTROL, DRAINAGE FUNCTIONS, AND STORMWATER MANAGEMENT SYSTEMS TO MINIMIZE THE INTRODUCTION OF HUMAN CAUSED POLLUTANTS.**
7. **RECOGNIZE AND MANAGE FLOODPLAINS WITH INTENT TO PROVIDE BALANCE BETWEEN ENVIRONMENTAL PROTECTION AND ECONOMIC DEVELOPMENT.**
8. **DEVELOP AND ADHERE TO WATER QUALITY STANDARDS, TREATMENT PRACTICES, LOW- IMPACT DEVELOPMENT STORMWATER QUALITY PRACTICES, AND PROCEDURES TO PROVIDE THE HIGHEST LEVEL OF HEALTH PROTECTION THAT CAN BE REALISTICALLY OBTAINED.**
9. **RAISE AWARENESS OF THE IMPORTANCE OF WATER POLLUTION CONTROL AMONG POLICY- MAKERS AND THE PUBLIC AND ENCOURAGE PARTICIPATION OF ALL RELEVANT STAKEHOLDERS IN DECISION MAKING.**
10. **USE DEVELOPMENT REGULATIONS, SUCH AS SETBACKS FROM NATURAL FEATURES AND PERFORMANCE STANDARDS, TO CONSERVE AND PROTECT NATURAL RESOURCES ALONG STREAMS, SHORELINES, AND DRAINAGE WAYS.**

*During the Comprehensive Planning Process, the project team was presented with an idea to bring a boardwalk concept from Kemah, Texas to Grove. After exploring various options, it was determined that due to economic and environmental constraints, this project would not be feasible in the foreseeable future. However, one alternative to this idea is to enhance the Wolf Creek Park recreational area to become a major recreational hub to include a small outdoor amphitheater for concerts and other events. The renovated Wolf Creek Park could also include the Grove Eye, a ferris wheel casting views over Grand Lake. Improvements could also be made to feature other small-scale amusement park features such as miniature golf facilities.*

## CASE STUDY: MINGO CREEK, OKLAHOMA

Flooding poses a challenge to many municipalities across the United States, especially waterfront communities such as Grove. Over the past several years, flooding events have negatively impacted the City of Grove and its residents by causing extensive damage to property and natural resources in the area. A major storm in 2015 left the newly renovated Wolf Creek Park almost completely inundated with water. A comparable storm in 2017 caused pollutant induced water quality issues in some Grand Lake area municipalities that lingered even after the rainfall subsided. Storm events of this magnitude are anticipated to increase in the years to come - which means that cities of all sizes should be thinking of mitigation and management strategies that can be implemented to combat this continuing challenge. One way to combat flooding and discharge pollution is to implement Green Infrastructure where feasible. Green Infrastructure is often hailed as being a cost-effective mitigation tool that can also bring many added social, environmental, and economic benefits to communities that implement them.

The City of Tulsa is no stranger to major flooding events over the years. As such, the municipality has had to get creative in the ways it rises to the challenge. The city has expanded its toolbox to include incorporating green infrastructure into its landscape as a way to manage and mitigate the effects of stormwater buildup and runoff. After a series of rainfall and flooding events caused extensive property damage and loss of life in the Tulsa area in the 1980s, the city embarked on a \$130 million dollar project to construct 23 detention sites along Mingo Creek. By leveraging money from federal grants, issuing a local stormwater utility fee, and approving sales tax and bond issue funds, the city was able to purchase many of the properties located along flood-prone segments of Mingo Creek. The city then used detention ponds and planted appropriate vegetation to help alleviate stormwater issues as well as provide recreational opportunities for residents and visitors. Some of the detention ponds are filled with fish to be caught for sport, while some have concrete creek bed spill basins that can be used as trails for pedestrians and cyclists when dry. One of the largest detention ponds even serves as soccer practice fields when water is not present.



*Mingo Creek, Oklahoma*



Grandfollas

GROVE is Grand

WALKBACK

*“Coming together is a beginning; keeping together is progress; working together is success.”* — Henry Ford

## VITALITY

The National Issues Forum describes a vital community as one that has a combination of some of the following characteristics: it is comfortable and safe, with good quality housing and infrastructure and low crime rates; has “good” jobs with benefits; is experiencing growth in population, jobs and wages; has strong civic organizations; is proactive; and is diverse and flexible enough to withstand economic change. At the same time, they often say vitality is as much a sense of a community feeling “alive” as it is a list of numbers.

A strong economy provides opportunities to all citizens by creating jobs, increasing business opportunities, and creating a tax base that provides funding for schools, parks, public facilities, and other community services. Economic vitality is essential to the success of a community such as Grove, which strives to provide a range of employment, retail, services, and recreational opportunities for its residents. Further, economic vitality is important to Grove as it will provide for a successful, sustainable community and help achieve the goals of the Comprehensive Plan.

Grove envisions a healthy and resilient economy with an emphasis on fostering

innovation and entrepreneurship, growing and attracting primary employers, maintaining a well-rounded tourism industry, and supporting and strengthening existing businesses. Additionally, Grove wants to be seen as a place with a high quality of life, excellent educational and medical services, and the amenities that make it an all-around great place to live and raise a family.

Economic vitality cannot be successfully achieved by the City of Grove acting alone. More than most elements within the Comprehensive Plan, the successful implementation of the Economic Vitality policies will be accomplished through strong partnerships between the City and the private and nonprofit sectors.

Economic vitality does not happen on its own. It requires a deliberate and proactive strategy developed through a public engagement process involving a diverse group of citizens and stakeholders to articulate community values and preferences for growth and development. The goal of this chapter is to discuss goals, strategies, action steps, and resources to grow, diversify, and achieve a successful and sustainable economy.



Vitality policies are meant to guide decisions related to economic development, infrastructure, and quality of life. A healthy economy provides jobs and opportunities and helps pay for vital public services such as education, parks, transportation, police and fire protection, and human services. The policies contained in this section encourage innovation and the quality development necessary to sustain a high standard of living and ensure community success.

**GOAL: ENSURE THAT GROVE HAS A GOOD MIX OF COMMERCIAL, INDUSTRIAL, AND RESIDENTIAL DEVELOPMENT.**

**POLICIES**

**1. WORK WITH LOCAL STAKEHOLDERS TO COLLABORATIVELY IDENTIFY PROGRAMS AND SUPPORT EFFORTS THAT WILL HELP EXISTING BUSINESSES AND NEW BUSINESS CREATION.**

*Business Retention and Expansion is an economic development strategy in which a municipality engages with the local business community to understand its needs and concerns so that it can respond to them appropriately. Working with the Chamber of Commerce can be an effective way to communicate with the local business community and forge partnerships within the private sector. Stakeholders to be included in the development of a BR&E program include:*

- Economic Development Organizations
- Chamber of Commerce
- Retired Business Executives
- Government Officials
- Utility Representatives
- Education Entities
- Financial Institutions
- Business Owners and Operators

**2. IDENTIFY BUSINESSES AND PROFESSIONS THAT ARE UNIQUE TO THE COMMUNITY AND HIGHLIGHT THOSE OPPORTUNITIES TO DRIVE ECONOMIC DEVELOPMENT IN THE CITY. SHOWCASE THESE LOCAL BUSINESSES AND INDUSTRIES AND WORK TO PROMOTE AWARENESS.**

**3. ENSURE THAT THE FUTURE LAND USE MAP STAYS CURRENT AND SUPPORTS A MIXTURE OF HOUSING AND EMPLOYMENT GROWTH TO ALLOW FOR WORKERS TO HAVE AN OPPORTUNITY TO LIVE IN THE COMMUNITY AND REDUCE THE NEEDS OF EMPLOYERS TO RELY ON WORKERS COMING FROM OUTSIDE THE CITY AND REGION.**

**4. COLLABORATE WITH REGIONAL PARTNERS TO ALIGN WORKFORCE EFFORTS AND EDUCATIONAL INSTITUTIONS' OFFERINGS WITH LOCAL BUSINESS NEEDS TO ENSURE THAT RESIDENTS HAVE THE SKILLS NEEDED TO SUPPORT THE LOCAL ECONOMY AND HAVE OPPORTUNITIES TO GROW IN THEIR CAREER PATHS LOCALLY.**

**5. COLLABORATE TO HELP EDUCATE YOUNG RESIDENTS ABOUT THE WIDE VARIETY OF CAREER OPPORTUNITIES AVAILABLE LOCALLY AND INFORM THEM ABOUT EDUCATIONAL OPPORTUNITIES FOR FUTURE CAREERS.**

**POLICIES**

6. SUPPORT THE ENHANCEMENT OF THE COMMUNITY’S ECONOMIC BASE AND PRIMARY JOB CREATION BY FOCUSING ON RETENTION, EXPANSION, INCUBATION AND RECRUITMENT EFFORTS THAT CREATE JOBS AND IMPORT INCOME OR DOLLARS TO THE COMMUNITY, PARTICULARLY BUSINESSES IN AREAS TARGETED FOR INDUSTRY DEVELOPMENT OR ACTIVITY CENTERS.
7. SUPPORT PROGRAMS THAT ENCOURAGE RESIDENTS TO SPEND RETAIL DOLLARS LOCALLY BEFORE LOOKING ELSEWHERE FOR GOODS AND SERVICES. EMPHASIZE THE RETENTION AND RECRUITMENT OF RETAILERS OR DEVELOPMENT PROJECTS THAT HAVE A POSITIVE IMPACT ON SALES-TAX GENERATION, SPECIFICALLY FOCUSED ON INCREASING RETAIL- SALES INFLOW AND REDUCING RETAIL-SALES LEAKAGE.
8. RECOGNIZE AND ADDRESS THE UNIQUE NEEDS AND IMPACTS OF THE NIGHTTIME ECONOMY THROUGH COLLABORATIVE EFFORTS IN THE INTEREST OF SAFETY, VIBRANCY AND QUALITY OF LIFE FOR ALL STAKEHOLDERS. A WELL-MANAGED NIGHTTIME ECONOMY, WHICH INCLUDES NIGHTLIFE, CASINOS, BARS, ENTERTAINMENT, RESTAURANTS, AND OTHER EVENING ACTIVITIES POSITIVELY CONTRIBUTES TO THE COMMUNITY’S VITALITY.
9. EXPLORE NATIONAL LEAGUE OF CITIES SMART CITIES PLATFORM AS A TOOL TO HELP SUPPORT THE INNOVATION ECOSYSTEM OF GROVE.



*Home and Garden Show, photo courtesy of Connie King*

**GOAL: ESTABLISH AND MAINTAIN HOUSING, TRANSPORTATION, COMMUNICATION, AND UTILITY SYSTEMS THAT SUPPORT AND FOSTER QUALITY DEVELOPMENT.**

**POLICIES**

1. ESTABLISH CAPITAL IMPROVEMENT POLICIES BY DEVELOPING A MULTI-YEAR CAPITAL IMPROVEMENT PLAN AND UPDATE IT ON A REGULAR BASIS.
  2. PROVIDE ADEQUATE PUBLIC FACILITIES TO DIRECT GROWTH TO DESIRED LOCATIONS.
  3. ESTABLISH AN EFFICIENT AND FAIR SYSTEM OF FEES AND DEVELOPMENT REQUIREMENTS RELATED TOWARD EMPHASIZING THAT GROWTH PAYS ITS OWN WAY.
  4. COLLABORATE WITH STATE AND REGIONAL TRANSPORTATION AGENCIES.
  5. EXPLORE OPPORTUNITIES TO CREATE AND EXPAND NEW PARTNERSHIPS WITHIN THE REGION.
  6. COORDINATE TRANSPORTATION OPERATIONS, PLANNING AND IMPROVEMENTS WITH THE STATE, THE COUNTY, NEIGHBORING JURISDICTIONS AND ALL TRANSPORTATION PLANNING AGENCIES TO ENSURE THE CITY'S INTERESTS ARE WELL REPRESENTED IN REGIONAL PLANNING STRATEGIES, POLICIES, AND PROJECTS.
  7. EXPLORE POSSIBILITIES TO
- ADEQUATELY UTILIZE INFRASTRUCTURE INVESTMENTS IN COORDINATION WITH OTHER DEVELOPMENT PROJECTS.
8. PURSUE SPECIAL OPPORTUNITIES FOR ALTERNATIVE MODES OF TRANSPORTATION TO SERVE AS ATTRACTORS THEMSELVES.

**GOAL: MAINTAIN AND STRENGTHEN THE REGION’S POSITION AS A TOURIST DESTINATION.**

**POLICIES**

**1. PROMOTE EXISTING ATTRACTIONS.**

**2. PROMOTE A VARIETY OF ADDITIONAL YEAR-ROUND TOURIST ATTRACTIONS.**

*Effective community tourism development aims to give visitors an authentic, high-quality experience that they will remember for a long time. An assessment that includes an inventory of existing and potential attractions, such as places with natural and scenic significance, recreational opportunities, and/or local businesses and retail stores where visitors can shop can be created to attract more visitors to Grove. These assets are valuable, not just to visitors, but to residents too.*

**4. ENHANCE RECREATIONAL ACCESS.**

*During the Comprehensive Planning process, residents of Grove expressed a desire for there to be more recreational opportunities within their community. Building a sports complex is one way that the City of Grove can improve public health and wellbeing, attract tourism, and enhance economic development . Developing the Sports Complex on land that is already serviced by municipal utilities will help make the project more feasible than building in an unserved area. A future Sports Complex can include a gymnasium with basketball courts, an indoor swimming pool capable of hosting swim meets, an outdoor community activity pool, a field house for soccer games, locker rooms, and a food court.*

**3. FOCUS RESOURCES ON FUTURE TOURISM INITIATIVES, INCLUDING THOSE IDENTIFIED IN THE COMMUNITY VISIONING PROCESS.**



Photos courtesy of Connie King

## GOAL: PROVIDE AN ADEQUATE SUPPLY OF VACANT, DEVELOPMENT-READY LAND FOR COMMERCIAL AND INDUSTRIAL USE.

### POLICIES

#### 1. CREATE AN INVENTORY OF BUILDABLE LANDS.

#### 2. CREATE AN INVENTORY OF BROWNFIELD PROPERTIES.

*Brownfields are sites that were historically used for industrial or commercial purposes and are environmentally impaired due to past use. Examples of brownfield sites include former gas stations and laundromats due to hazmat concerns. The United States Environmental Protection Agency (EPA) has found that there are many environmental and economic benefits associated with Brownfield revitalization efforts. Several of their findings are listed below:*

- *Brownfields are often “location-efficient” due to their central location and connections to existing infrastructure.*
- *Redeveloping brownfields reduces the amount of impervious surface expansion by 73-80%.*
- *Redeveloping brownfields reduces residential VMT resulting from new growth by 25-33%.*
- *Redeveloping brownfields reduces jobs-related VMT resulting from new growth by 9-10%.*
- *These reductions produce important environmental benefits, including:*
  - *Improved water quality associated with reduced runoff from stormwater and nonpoint pollutant sources, and*
  - *Improved air quality associated with reduced greenhouse gas emissions from vehicle travel.*
- *The EPA’s Brownfields Program website also offers basic information and statistics on brownfield redevelopment, grant opportunities, and success stories. They also offer resources for technical assistance, training, and research opportunities.*

#### 3. PROMOTE AND INCENTIVE REDEVELOPMENT OF UNDERUTILIZED PROPERTIES

#### 4. PRIORITIZE LOCATIONS FOR INFILL AND REDEVELOPMENT.

#### 5. PRIORITIZE AND INCENTIVIZE REDEVELOPMENT AND DEVELOPMENT INTO FOCUSED COMMERCIAL AND INDUSTRIAL AREAS.

#### 6. ESTABLISH THE INDUSTRIAL PARK AND GROVE REGIONAL AIRPORT AS FOCUS AREAS.

#### 7. ESTABLISH INCENTIVE PROGRAMS WITHIN THE INDUSTRIAL PARK AND GROVE REGIONAL AIRPORT.

#### 8. ESTABLISH TRANSPORTATION DEVELOPMENT STANDARDS TO MANAGE SAFETY AND DRAINAGE ISSUES.

**GOAL: ENSURE THAT GROVE WILL CONTINUE TO BE A PLACE WHERE ALL PEOPLE WANT TO LIVE WORK AND PLAY.**

**POLICIES**

**1. ENSURE EVERY RESIDENT, EMPLOYEE AND BUSINESS HAS EQUAL ACCESS TO HEALTHY LIVING RESOURCES AND OPPORTUNITIES.**

**2. TAKE STEPS TO CREATE AN ACTIVE LIVING & HEALTHY EATING WORKING GROUP THAT WILL CONTINUE TO CHAMPION THE HEALTH AND WELLNESS-RELATED IMPLEMENTATION STRATEGIES INCLUDED IN THIS PLAN.**

*It is recommended that the City develop and implement a Health and Wellness Master Plan. Grove should consult and collaborate with the Delaware County Public Health Department when developing the Health and Wellness Master Plan. This document should be reassessed and revised on an annual or biannual basis in order to stay current and accurate. The Health and Wellness Master Plan should discuss:*

- *The built and natural environment*
- *Mental and physical health*
- *Age-friendliness*
- *Social Equity*
- *Community Resiliency*

**3. PROMOTE A PEOPLE-FRIENDLY DESIGN OF BUILDINGS AND SPACES THAT REMAIN ACCESSIBLE TO ALL.**

*Design of new or remodeled public facilities should be compliant with the Americans with Disabilities Act (ADA). City buildings and public infrastructure, such as community centers and sidewalks, should also be ADA . Ensure that buildings and pedestrian infrastructure complies with the act as well. City websites should also be upgraded to be ADA compliant. Parks should also be designed to incorporate infrastructure and equipment that accommodates individuals with disabilities. For example, the City of Oklahoma City successfully incorporated ADA accessible infrastructure and playground equipment at its new downtown attraction, Scissortail Park.*

**4. REVIEW AND AMEND CITY ORDINANCES AS NECESSARY TO PROMOTE EQUITY.**

**5. DEVELOP TRANSPARENCY STANDARDS.**

**6. DEVELOP POLICIES RELATED TO PUBLIC INFORMATION SHARING.**

**7. INCLUDE PUBLIC ENGAGEMENT IN DEVELOPMENT PROCESSES.**



Photo courtesy of Mandy Campbell

**GOAL: ENCOURAGE ALL CITIZENS TO LEAD AN ACTIVE AND SAFE LIFESTYLE BY INCORPORATING ACTIVE AND SAFE CONCEPTS INTO LAND USE, TRANSPORTATION, COMMUNITY FACILITIES, AND PARKS POLICIES AND GUIDELINES.**

**POLICIES**

- 1. ENSURE RECREATIONAL FACILITIES AND PROGRAMS PROVIDE BASIC ACCESS AND FUNCTIONALLY FOR PEOPLE OF ALL AGES AND WIDELY VARYING MOBILITY AND AMBULATORY-RELATED ABILITIES.**
- 2. INVEST IN COMMUNITY EDUCATION EFFORTS THAT PROVIDE A VARIETY OF EASILY ACCESSIBLE RECREATIONAL PROGRAMS AND OPPORTUNITIES AVAILABLE AT LITTLE OR NO COST TO PARTICIPANTS.**
- 3. PROVIDE SAFE AND CONVENIENT OPPORTUNITIES FOR PHYSICALLY ACTIVE TRANSPORTATION.**
- 4. CREATE STRONG NEIGHBORHOODS AND COMMUNITIES THAT FOSTER COMMUNICATION AND INTERACTION AMONG RESIDENTS AND CREATE A CULTURE OF INCLUSION.**
- 5. PROVIDE FOR CONVENIENT SOCIAL GATHERING PLACES ACCESSIBLE TO RESIDENTS BY WALKING AND BIKING.**
- 6. ENCOURAGE SAFE ROUTES TO SCHOOL PROGRAMS TO ENABLE CHILDREN TO WALK AND BIKE TO SCHOOL SAFELY.**



## CASE STUDY: DOWNTOWN BUSINESS IMPROVEMENT DISTRICT - STILLWATER, OK

Downtowns are more than just retail, commercial, service, and work centers. They are a direct reflection of the overall quality of life in a city and are an integral part of any community. Today, many downtowns continue to struggle with boarded-up buildings, crumbling infrastructure, and high vacancy rates. In order to solve these issues, many American communities are developing new, innovative economic development strategies to spur improvements and bring business and consumer activity back into their downtown areas.

One useful tool to do so, is the formation of a Business Improvement District (BID). BIDs, also known as special improvement districts or special assessment districts, among other names, is a community-based development model that establishes a local non-profit organization to align funding from public and private sources with opportunities to improve the management of public space in a specific commercially active area. To fund services, members of the BID elect to pay a special tax in addition to their annual property taxes to the city. Examples of services include parking facility improvements, street cleaning, and signage and streetscape improvements. In their 2011 BID Census Report, the International Downtown Association found that there are more than 1,000 BID organizations in the U.S. and over half of them are in cities with populations less than 100,000. About 35% of BIDs are in cities with populations less than 50,000.

Oklahoma authorizes the formation of BIDs in State Statute §11-39-101, Improvement District Act. There are currently 9 BIDs in the state of Oklahoma. In order to restore their Downtown area into a vibrant commercial and pedestrian oriented hub, in 2007 the City of Stillwater authorized the creation of the Business Improvement and Special Services District No. 1. To fund the improvements and services within the district, each property owner within the district elected to pay an additional tax based on the assessed value of their parcels. Privately-owned parcels paid an amount equal to three percent (.03%) of their assessed value, and publicly-owned parcels or parcels owned by a non-profit entity or public service provider paid an amount equal to five cents (\$.05) per square foot, which equals out to roughly \$143,38.03 annually for pay for additional improvements needed to increase the level of business activities within the district. Since its creation, the program has funded many improvements, such as façade updates, landscaping, planting bed, and sculpture improvements, additional trash cans, and bike rack and bench installations. The BID has also contributed money to sponsor an ice skating rink downtown over the holidays and shuttles from downtown to the stadium on OSU football game days. Although BID No. 1 expired in 2017, the City has established a similar form of financing, a tax increment financing (TIF) district, which encompasses the downtown area, in order to continue financing development and improvement activities within the downtown community (Source: Stillwater Resolution No. CC-2007-21).



*Downtown Stillwater, OK*

# IMPLEMENTATION PLAN

The success of a comprehensive plan in providing the necessary guidance for future growth and development lies in its Implementation Plan. Often, comprehensive plans are criticized and labeled as documents that sit on shelves and gather dust. If a plan just “sits on a shelf” it is because it has not been implemented properly. This sometimes occurs due to a lack of linkage of the long-range comprehensive plan and day-to-day planning decisions carried out by staff, the Planning and Zoning Commission, and/or City Council. The Implementation Plan contains several tables provided as tools to measure progress in the implementation of the range of goal-supporting actions in this Comprehensive Plan. Each goal from throughout the plan is listed with a table of strategies below it and the recommended timeframe for implementation. The primary measurement of implementation is whether or not progress has been made in implementing that action. The timeframes for implementation are:

- ❖ **Short-term** = 1-3 years;
- ❖ **Mid-term** = 3-10 years;
- ❖ **Long-term** = 11 or more years; and
- ❖ **Ongoing** = Routine and continuous, no end date.

The implementation strategies are organized by the Comprehensive Plan’s key performance areas: Land Use, Community Character, Livability, Connectivity, Conservation, and Vitality. The implementation tables should be reviewed annually to ensure that progress has been made on implementing or completing each of the actions per the recommended timeframe schedule.

## LAND USE STRATEGIES

### GOAL 1: RETAIN AND PRESERVE THE CITY OF GROVE’S SMALL-TOWN FEEL AND RELATED QUALITY OF LIFE.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Update zoning, subdivision, and other regulatory codes so that they are consistent with the Comprehensive Plan’s vision and goals.	X			
	Update zoning, subdivision, and other regulatory codes to include Smart Growth principles such as opportunities for infill development, preservation of historic resources, and the development of housing types that are compatible with the community’s character and vision and are located near jobs, infrastructure, and transportation.	X			
	Explore intergovernmental agreements between local COGs to see trends in the area and get ideas and support for new policies				X
	Develop a Capital Improvement Plan consistent with the Comprehensive Plan’s vision and goals.	X			
	Update the City’s current fee schedule so that fees closely reflect the cost of development impacts, while also generating proper revenue to fund infrastructure and public facility improvements.	X			
	Design and implement zoning tools that preserve open space.	X			
	Enact clear design guidelines so that streets, buildings, and public spaces work together to create a sense of place.	X			
	Explore incentives to encourage adaptive reuse of historic, cultural, or architecturally significant buildings.		X		

## IMPLEMENTATION PLAN

### GOAL 2: PROMOTE INVESTMENT IN DOWNTOWN GROVE TO ATTRACT AND RETAIN BUSINESSES, GENERATE COMMERCIAL AND ENTERTAINMENT OPPORTUNITIES, AND CREATE VITALITY THAT ATTRACTS PEOPLE.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Collaborate with public and private economic development entities to promote the area.				X
	Work with the Chamber of Commerce to determine feasible standards for downtown businesses and garner support for pedestrian improvements.				X
	Create bypass for truck traffic along O'Daniel Parkway to increase pedestrian safety and maintain good pavement conditions through the downtown area.		X		
	Develop and implement an Economic Development Strategic Plan.	X			
	Develop a branding and marketing campaign for the City.	X			
	Organize a task force to work with the Chamber of Commerce to create a Business Retention and Expansion (BR&E) program.	X			
	Utilize social media to promote Grove as a great place for businesses and families.				X
	Create a citywide inventory of available and/or vacant commercial buildings.	X			
	Identify and market distinct districts for business opportunity zones and/or activity centers.				X
	Seek additional city, state, and federal funding opportunities.				X
	Develop and implement a parking management strategy in Downtown Grove.		X		
	Establish shared parking facilities that are designed and located to be shared among several businesses, services, and residences.			X	
	Provide incentives to owners of strategically located land parcels for the lease or acquisition of parcels for off-street parking locations.		X		
	Implement safe, attractive, and accessible design standards and guidelines for streets, sidewalks, open space, signage, landscaping, building façades, etc.		X		
	Develop a Downtown Market Analysis to identify and better understand business needs and goals.	X			
	Inventory locations for business startup programs, particularly vacant or underutilized buildings.	X			
	Collaborate with the Chamber of Commerce to provide and promote educational programs and events for entrepreneurial opportunities.				X

### GOAL 3: PROVIDE OPPORTUNITIES FOR THE REDEVELOPMENT AND REVITALIZATION OF EXISTING AND UNDERUTILIZED COMMERCIAL AND INDUSTRIAL AREAS.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Utilize City funding mechanisms such as TIF Districts in specifically located Activity Centers or Business Improvement Districts.				X
	Utilize USDA Funding Opportunities such as the Rural Business Development Grant (RBDG) Program; the Socially Disadvantaged Groups Grant (SDGG) Program; and the Community Food Projects Competitive Grants Program (CFPCGP).				X
	Utilize CDBG funding opportunities such as the Economic Development Infrastructure Financing (EDIF) program; the Community Revitalization Program; and the Oklahoma Small Cities program.				X
	Develop an Economic Development Strategic Plan.	X			
	Create a Business Development Authority.		X		
	Work with the Chamber of Commerce to ensure businesses have access to the resources they need to grow.				X

## IMPLEMENTATION PLAN

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Create an inventory of underutilized properties in commercial and industrial areas.	X			
	Adopt flexible codes and provide clear rules for adaptive reuse and renovating buildings with historic, cultural, or architectural integrity.		X		
	Join the National Main Street Network for access to a wide range of tools, training materials, discounts, funding opportunities, and networks for downtown economic and community revitalization.		X		
	Explore using infill locations for public offices.			X	
	Explore and create a Business Improvement District (BID) in the Downtown area.				X
	Invest in affordable communication infrastructure, such as high-performance broadband internet to support entrepreneurial enterprises.				X
	Update and maintain City website, social media accounts, and other web-based applications to promote economic development activities within the City.		X		
	Explore GIS based systems such as ArcGIS, Esri Business Analyst, and the Esri Business Analyst Segmentation Module to identify and understand local business markets, customers, and competition.		X		
	Replace downtown utility infrastructure.	X			

### GOAL 4: ENSURE TOURISM IS RECOGNIZED AND PROMOTED AS AN INDUSTRY AND ENCOURAGE ITS CONTINUING GROWTH AND DEVELOPMENT.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop and implement a long-term Tourism Strategic Plan.	X			
	Develop a wide range of partnerships between both state and regional entities, such as the Oklahoma Tourism and Recreation Department, Green Country, Grand Lake, and Grand Gateway, as well as tribal entities to advance ongoing revitalization that attracts tourism.				X
	Coordinate tourism related activities among the Chamber of Commerce and local tourism agencies.				X
	Create tourism and entertainment branding to market Grove as a destination to visit and spend time in.				X
	Evaluate ordinances to better facilitate and support experience-based businesses and development of specific land uses that attract consumers and foster targeted industry sectors.		X		
	Create a public-private partnership with GRDA, the Cherokee Nation and the Seneca-Cayuga Nation to develop and promote heritage-based tourism.				X
	Develop options to use available land and any redevelopments for workforce housing, a food hub, boutique market, heritage museum, hunt trucking and fishing guide businesses and facilities, interpretative trails, experience Grove interpretations, and business incubator.		X		
	Identify target visitor audiences to market for overnight trips and gain an understanding of travel accommodations needs.	X			
	Explore franchise agreements with hotels, motels, and lodging companies to increase access to quality lodging within the City.	X			
	Implement wayfinding systems that include physical signage as well as new technological wayfinding platforms and that points to major destinations such as waterfront access sites, trailheads, parks, theaters, arts and heritage destinations, and natural areas.		X		
	Develop hospitality workforce through training for front-line staff and tourism business operations.				X
	Utilize the FLUM for the creation of activity centers to spur entertainment and tourism in the City.	X			

For additional strategies, please see the Economic Development and Tourism Plan located in the **Appendix**.

## COMMUNITY CHARACTER STRATEGIES

### GOAL 1: ESTABLISH AND MAINTAIN AN ATTRACTIVE, DISTINCTIVE IMAGE FOR THE COMMUNITY BASED ON WELL-MAINTAINED BUILDINGS, STREETSCAPES, OPEN SPACE, AND AMENITIES.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Identify key corridors and activity centers for gateway improvements.	X			
	Develop subarea plans that include streetscape design standards and guidelines.		X		
	Amend zoning, subdivision, and other regulatory codes to include provisions for mixed-use developments.	X			
	Partner with private property owners, economic development organizations, and developers to assemble parcels for the development of mixed-use activity centers.		X		
	Create design and development standards for residential areas.	X			
	Establish appropriate transitions between conflicting uses and densities.	X			
	Develop programs to support residential property maintenance.	X			
	Invest in public facilities and improvements in new and existing neighborhoods.				X

### GOAL 2: ENCOURAGE NEW DEVELOPMENT THAT IS SENSITIVE TO THE CHARACTER OF GROVE.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop subarea plans that include wayfinding and streetscape design standards and guidelines relative to the area.		X		
	Establish design standards and guidelines to include provisions requiring the installation of sidewalks, landscaping, and other site features with new development.	X			
	Develop and implement a Capital Improvement Plan.		X		
	Invest in public works and infrastructure improvements.				X
	Explore programs to form local Neighborhood Improvement Districts and other innovative funding sources for local neighborhood improvements.		X		
	Explore federal, state, and local funding strategies for public amenity improvements.				X
	Identify key corridors and activity centers for gateway improvements.	X			
	Update zoning, subdivision, and other regulatory codes so that they are consistent with the Comprehensive Plan's vision and goals.	X			

### GOAL3: ENSURE ACCESS TO HIGH QUALITY PARKS, OPEN SPACES, AND RECREATION.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop and implement a Capital Improvement Plan that includes Level of Service standards to ensure that adequate public facilities are available for new development and redevelopment in the City.		X		
	Develop and implement a Master Park and Trails Plan.		X		
	Develop and implement design standards and guidelines for parks, trails, and open spaces.		X		
	Partner with Grove Public Schools and the Grand Lake Family YMCA to expand after school programs and recreational opportunities.				X
	Update the City's webpage to include updated local and regional park and recreation opportunities.	X			
	Develop and implement design standards and guidelines to improve park facilities, accessibility, and amenities.		X		

## IMPLEMENTATION PLAN

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop and adopt a Bicycle and Pedestrian Master Plan.		X		
	Develop an interconnected network of bikeways on local, collector, and arterial streets.		X		
	Update codes to require developers to dedicate land for and/or build trails that link to existing networks of trails.	X			
	Improve bicycle connections between schools and neighborhoods.				X
	Update codes to require sidewalks in all new development.	X			
	Build and maintain parks that are safe and attractive within close proximity to residential areas.				X
	Revise and adopt city codes that include complete street policies, sustainable principles, and best practices.	X			
	Coordinate transportation plans, management, and investments, with land use plans and decisions.				X
	Keep street and sidewalk design standards current with community values, new modes of travel, and Americans with Disabilities Act (ADA) guidelines.				X
	Update and implement a Capital Improvement Plan (CIP) that coordinates the City's budget schedule and other strategic opportunities.		X		

## LIVABILITY STRATEGIES

### GOAL 1: PROVIDE SAFE, QUALITY, AND AFFORDABLE HOUSING FOR ALL RESIDENTS OF GROVE.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Ensure that city codes allow for mixed housing types and developments.	X			
	Allow multi-family housing developments to be located near commercial/employment corridors and activity centers.		X		
	Require neighborhood-scale amenities for multi-family housing developments of certain sizes		X		
	Incentivize neighborhood-scale amenities for multi-family housing developments of certain sizes such as child-care, playgrounds, dog parks, and community gathering places.			X	
	Strategically time infrastructure development to discourage sprawl.		X		
	Allow for higher density in areas where public utilities and services are already present.		X		
	Invest in infrastructure development in areas designated for growth on the Future Land Use Map.				X
	Explore policies that permit accessory dwelling units on residential lots.	X			
	Explore policies that require a minimum percentage of new units in residential developments be designated for affordable housing.		X		
	Create Citywide Housing Authority to oversee housing affordability and access to social and community services.			X	
	Implement and adopt a Housing Affordability Study to analyze percentage of affordable homes within the City.	X			
	Incentivize development of mixed-income and affordable housing units on underutilized parcels.		X		
	Encourage special housing to be developed in areas where grocery stores, parks, and other amenities are easily accessible.				X
	Prioritize pedestrian infrastructure near special housing developments to improve connectivity				X

## IMPLEMENTATION PLAN

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop provisions to support emergency and transitional housing, group homes and other community-based residential and care facilities.		X		
	Maximize the use of all appropriate federal state, local, and private funding for senior housing and support services, such as HUD's Section 202 Supportive Housing for the Elderly program and USDA's Section 515 Rural Rental Housing program.				X
	Adopt inclusionary zoning programs to incentivize developers to set aside a share of their new units as affordable for low- and moderate-income households.		X		
	Explore financing tools such as direct investment of public housing funds, tax-increment financing, bonds, revolving loans, housing program funds, and other public/private partnerships to develop mixed-income housing.				X
	Amend zoning, subdivision, and other regulatory codes to support a variety of housing types that support different levels of income and needs.	X			

### GOAL 2: ENSURE ALL GROVE RESIDENTS HAVE SAFE, CONVENIENT, AND AFFORDABLE ACCESS TO BASIC SERVICES AND A VARIETY OF AMENITIES.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Establish a Neighborhood Resources Office with a support program.			X	
	Conduct an assessment of the City's police, fire, and civic facilities to identify additional resources that will need to be provided in the future.	X			
	Work with local groups to provide locally grown food to schools, hospitals, nursing homes, daycare centers, and businesses.	X			
	Ensure equitable access to City resources and meetings.		X		
	Utilize the Future Land Use Map and zoning map to plan for and coordinate development and public transportation needs.				X
	Explore federal, state, and local funding strategies for infrastructure and public improvements in mixed-use and mixed-housing districts.	X			
	Explore financing and other regulatory incentives available for projects that are consistent with the Comprehensive Plan's goals in mixed-use and mixed-housing districts.	X			
	Develop and adopt a Transportation Master Plan that coordinates Livability goals for multimodal transportation in residential areas, including golf carts, bicycling, walking, transit, and vehicles.	X			
	Conduct a transportation and operational needs assessments to identify gaps in existing capabilities and identify strategies to meet needs.	X			
	Provide a public transit system as financially feasible through public and private partnerships to provide transit service along major transportation corridors and activity centers.			X	
	Ensure transportation systems incorporates multimodal options and is ADA compliant.		X		

### GOAL 3: PRESERVE AND REINFORCE THE STABILITY AND DIVERSITY OF THE CITY'S NEIGHBORHOODS IN ORDER TO ATTRACT AND RETAIN LONG-TERM RESIDENTS AND BUSINESSES AND ENSURE THE CITY'S RESIDENTIAL QUALITY AND ECONOMIC VITALITY.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop a housing study that includes an inventory and analysis of the existing housing stock.		X		
	Support the development of new affordable housing units throughout the City.		X		
	Identify and remove barriers to affordable housing within the development regulations.		X		
	Promote the creation of affordable housing opportunities close to places of employment to facilitate the retention of the workforce.			X	

## IMPLEMENTATION PLAN

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Increase housing choice across the City to support economically diverse neighborhoods by pursuing policies and practices that maximize housing choices for residents of all income levels.	X			
	Promote incentives and strengthen programs to assist economically distressed owner-occupants in meeting housing code requirements.		X		
	Assist and educate the community with questions and concerns about public health, safety and welfare within the built environment.				X
	Stop, prevent, and correct neglected, deteriorated property as to its effects on the appearance, quality of life, and overall property value within the neighborhood.				X

### GOAL 4: IMPROVE EQUITABLE ACCESS TO QUALITY EDUCATION AND LIFELONG LEARNING OPPORTUNITIES.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Work with Grove Public Schools to create a vision and goals that support an inclusive school culture and learning environment.	X			
	Encourage Grove Public Schools to create a monitoring system that tracks student success and performance.				X
	Partner with Grove Public Schools and other local groups to promote volunteering and community service within the community.				X
	Create tools to measure the community's early childhood care quality, affordability, and availability.		X		
	Partner with early childhood care facilities, educational institutions, and local nonprofits to provide teacher workforce training and leadership programs.				X
	Encourage early childhood care facilities to partner with Grove Public Schools to create and adopt curriculum to build age-appropriate skills and development milestones.				X
	Develop a needs assessment that identifies obstacles to higher-educational attainment and strategies to expand resources and access.		X		
	Partner with NE Oklahoma A&M College and other local institutions to ensure Grove residents have equitable access to public resources, financial aid, and other programs to expand and incentivize higher-educational opportunities.				X
	Seek out opportunities to partner or attract educational opportunities from the region or from across the State.				X
	Promote capacity building through community-based learning.				X
	Partner with Grove Public Schools to implement Safe Route to School programs.				X
	Implement and require Complete Street Design Standards and Guidelines.	X			
	Explore efficient and sustainable ways to allocate funding for transportation improvements and systems that link neighborhoods to schools.				X

## CONNECTIVITY STRATEGIES

**GOAL 1: ESTABLISH AND MAINTAIN A BALANCED MULTI-MODAL TRANSPORTATION SYSTEM THAT PROVIDES EFFICIENT AND SAFE MOBILITY THAT SERVES THE CURRENT NEEDS OF THE COMMUNITY AND ESTABLISHES THE FOUNDATION FOR A TRANSPORTATION SYSTEM THAT IS SUSTAINABLE FOR THE FUTURE.**

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop a performance measures and a process for managing transportation and infrastructure needs, maintenance, and preservation.		X		
	Maximize the use of all appropriate federal state, local, and private funding for needed and future transportation and infrastructure improvements.				X
	Consult with multiple stakeholders and seek interdepartmental cooperation to ensure appropriate and necessary infrastructure development is occurring.				X
	Explore traffic calming methods including road diets, speed bumps, roundabouts, and medians to mitigate and slow down traffic and improve roadway and pedestrian safety.		X		
	Establish East O’Daniel Parkway as a bypass for heavy truck traffic.		X		
	Join the National Main Street network to gain access to a wide range of ideas and funding opportunities such as grants and partnerships.		X		
	Explore implementing development impact fees on new developments that can fund traffic calming strategies and Complete Streets components.		X		
	Require developers to submit a traffic impact study when submitting an application for new developments, zoning changes, or special use permits within the City.		X		
	Develop and implement roadway street design standards that enhance safety and improve character while supporting appropriate traffic volumes.		X		
	Monitor transportation levels of service and real-time traffic conditions.				X
	Explore updating traffic management techniques including the timing of traffic signals, stop signs, roadway enhancements, and speed limits.		X		
	Explore using GIS software and programs to alert users of traffic and roadway conditions.		X		
	Determine levels of service for all roadway segments to determine how well transportation facilities are operating.		X		
	Include pedestrian and cycling infrastructure in roadway maintenance and development plans, where appropriate.		X		
	Encourage the adoption and implementation of local policies and ordinances to fulfill Complete Streets concepts.	X			
	Consider placing bicycle racks and other supportive infrastructure at public destinations that will generate multimodal traffic such as schools, and libraries.				X
	Develop and adopt a Bicycle and Pedestrian Master Plan.		X		
	Develop an interconnected network of bikeways on local, collector, and arterial streets.		X		
	Update city codes to require developers to dedicate land for and/or build trails that link to existing networks of trails.	X			
	Improve bicycle connections between schools and neighborhoods.				X
	Update city codes to include provisions that require developers to dedicate appropriate right-of-way easements for projects with frontage along public thoroughfares for future infrastructure and public improvement needs.	X			
	Partner and coordinate with ODOT to research and develop right-of-way planning and preservation improvement policies.				X
	Explore options to restore the street grid or add new streets to larger blocks or tracts of land as part of new development or redevelopment.				X

## IMPLEMENTATION PLAN

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Consider elimination of gaps in the street grid when conducting development and area-wide planning.				X
	Improve local transportation across highways, including improving pedestrian, bicycle and transit accommodations across existing bridges and promoting adequate spacing and connectivity of local streets crossing highways.				X
	Restore the street grid when appropriate, taking advantage of opportunities to restore the street grid in conjunction with new development and through capital projects.				X
	Explore options for new streets to be designed to connect to blocks or tracts of land as part of new development.				X
	Update Municipal code to restrict the development of dead-end streets.	X			
	Continue to enhance bicycle and pedestrian safety through a community-wide collaborative Safe Routes to School program.				X
	Develop and implement a city-wide wayfinding program to direct motorists and pedestrians to Downtown, public destinations, parking areas, and other important locations.		X		
	Add street lights where necessary to critical intersections, bus shelter stops, and neighborhood dark spots and maintain existing street lights to enhance safety.		X		
	Remove lights where they are unnecessary for safety and where a reduction in lighting would be an environmental enhancement.				X
	Develop and implement a parking management strategy in Downtown Grove.		X		
	Continue to utilize and implement the Master Transportation Plan in conjunction with the Future Land Use Map and Capital Improvement Plan.	X			
	Establish policies that ensure adequate spacing between driveways for new developments.	X			
	Explore replacing traditional intersections with roundabouts where appropriate to reduce potential conflict points.		X		

## CONSERVATION STRATEGIES

### GOAL 1: BALANCE COMMUNITY DEVELOPMENT WITH PROTECTING THE NATURAL RESOURCES AND AESTHETICS OF THE GROVE AREA.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Update subdivision, zoning, and other regulatory codes to include provisions for smart growth provisions, such as compact design, walkability, preservation of open space and natural areas, and stormwater management.	X			
	Direct development towards areas with existing infrastructure and utilities.	X			
	Explore development of Natural Resource Management Plan.		X		
	Update the land development code to include standards that protect and preserve the rural landscape, such as transition zones, vegetation buffering, perimeter planting, and screening between incompatible adjacent land uses.	X			
	Create and implement a tree preservation plan.		X		
	Update the land development code to include landscaping and design standards that protect and preserve mature trees.	X			
	Identify key scenic roadways and corridors and work with ODOT and other regional transportation planning agencies to visual beauty and semi-rural character of the roadsides.		X		

## IMPLEMENTATION PLAN

### GOAL 2: MAINTAIN HIGH STANDARDS FOR ENSURING CLEAN WATER QUALITY.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Explore partnerships with GRDA and other water service providers to ensure clean, safe drinking water availability.				X
	Explore the development and implementation of an Integrated Water Resource Management Plan.			X	
	Promote water conservation and quality through education on the website, brochures, and public outreach opportunities.				X
	Encourage less water intensive landscape practices for public and private development.				X
	Seek partnerships with organizations like GRDA to provide local workshops on water conservation education and techniques.				X
	Work with Grove Public Schools to provide educational materials about sustainability and natural resource conservation.				X
	Develop and implement a Stormwater Management Plan.		X		
	Determine priority pollutants of concern and the severity of problems associated with them.				X
	Utilize stormwater facility design criteria that follow national Best Management Practices (BMPs).		X		
	Reduce pollution by limiting and/or regulating the use of pesticides and herbicides and encourage the use of alternative methods.				X
	Involve residents, stakeholders, and the public when developing citywide pollution control strategies.		X		
	Utilize alternative stormwater design methods such as rain gardens, green roofs, pervious treatment products, alternative parking lot designs, soft surface trails, and reduced road widths.		X		
	Develop and adopt a Solid Waste Management Plan.		X		
	Partner with neighboring communities to facilitate community and curbside recycling programs.				X
	Explore partnerships with local businesses to sponsor recycling receptacles in public spaces with adequate signage to encourage use among residents and visitors				X
	Implement pollution and waste compliance and enforcement programs for property owners.		X		
	Develop a vulnerability assessment of community assets that are vulnerable to flooding and other hazards that include relevant projections and loss estimates.		X		
	Promote land use patterns that reduce exposure to hazards and keep vulnerable development out of floodplains and other known hazard areas.				X
	Reserve FEMA designated flood hazard areas for agricultural and natural resource conservation uses.	X			
	Support business continuity by directing commercial or industrial growth to areas that are less vulnerable to damage from flooding.	X			
	Make community resilience a key feature in attracting, expanding, and retaining businesses and industry.	X			
	Require all new development and substantial improvements in areas subject to flooding to be elevated above the base flood elevation.				X
	Require new development to utilize natural drainage patterns and measures to minimize or trap pollutants before they enter surface waters.				X
	Create and maintain a citywide natural resource inventory.		X		
	Develop land use controls such as increased setback requirements, open space easements, resource protection regulations, and landscaping buffers around water and drainage ways.	X			
	Develop design standards and guidelines for development and/or recreational facilities near Grand Lake in order to maintain, protect, and enhance the scenery of the lake and its natural setting.	X			

## VITALITY STRATEGIES

### GOAL 1: ENSURE THAT GROVE HAS A GOOD MIX OF COMMERCIAL, INDUSTRIAL, AND RESIDENTIAL DEVELOPMENT.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Continue to utilize the Business Retention and Expansion (BRE) program for industry and large employers.				X
	Collaboratively work with local and regional partners to strategize and utilize use of CDBG-EDIF grants to help fund infrastructure for new or expanding industry and large employers that meet the CDBG-EDIF criteria.		X		
	Continue to partner with the Grove Area Chamber of Commerce and other partners' programs to support existing smaller businesses with training seminars and advertising promotions.				X
	Continue to support and encourage membership growth in the Kauffman foundation's One Million Cups national program.				X
	Collaborate with tribal entities such as the Cherokee Nation and the Seneca Cayuga Nation to encourage the development of tribal business programs such as Cherokee Nation workforce group job fairs and/or Cherokee businesses job training.		X		
	Concentrate on developing and implementing strategies that build upon the community's strengths, allowing existing companies to thrive, while attracting new investments, including cultivating a talented workforce, fostering a culture of innovation, ensuring a healthy business climate, and linking to NE Oklahoma regional support chains (including the Tulsa Metropolitan Area).				X
	Continue to support and to promote the Downtown as a Certified Oklahoma Cultural District.				X
	Continue to work towards becoming a Certified Retirement Community and when possible work with retirement groups, such as AARP to promote the community as a retirement destination.				X
	Collaborate with state and local agencies to explore and develop the area's rich cultural history to increase cultural tourism.		X		
	Update the City's Future Land Use Map either annually or biannually.				X
	Collaborate with regional partners, such as Northeastern Oklahoma Tech, Northeastern Oklahoma A&M College, Northeastern Oklahoma Regional Alliance and Grand Gateway to align workforce efforts and educational institutions' offerings with local business needs.				X
	Collaborate with Grove Public Schools to establish and promote opportunities that introduce students to information related to jobs and careers. Mock scenarios or programs like "3rd Graders Go to Work" or "Junior Achievement" are good examples.				X
	Collaborate with local entrepreneurial groups such as Shop Grove, the Grove Area Merchants Association, and the Downtown Business Association to promote events that encourage residents to shop locally, such as merchant fairs, craft shows, farmer's markets, and sidewalk sales.				X
	Create Business Improvement Districts to fund and maintain retail focused districts.		X		
	Prioritize infrastructure improvements in the Downtown Area.	X			
	Update community's land use regulations to provide positive opportunities for business geared towards entertainment and nightlife.	X			
	Re-evaluate and update City's regulations related to noise.	X			

## IMPLEMENTATION PLAN

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Collaborate with community groups to promote festivals and community-based nightlife in the downtown area and activity centers.				X
	Encourage and help to promote businesses in activity centers that operate past 5 p.m.				X
	Evaluate outcomes the community wants to achieve, such as the implementation of a Blue Zone Program. Successful smart city initiatives will have clear objectives that solve Grove's unique public problems.		X		
	Collaborate with partners, such as universities, non-profits, and the private sector. Partnerships provide many benefits, including access to funding and outside expertise.		X		
	Investigate best practices and frameworks for smart city development. Be open to explore and learn!		X		

## GOAL 2: ESTABLISH AND MAINTAIN HOUSING AND TRANSPORTATION, COMMUNICATION AND UTILITY SYSTEMS WHICH SUPPORT AND FOSTER QUALITY DEVELOPMENT.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Establish Capital Improvement policies by developing a multi-year Capital Improvement Plan and update it on a regular basis.				X
	Provide Adequate Public Facilities that direct growth to desired locations.				X
	Reevaluate fee schedule to establish an efficient and fair system of fees and development requirements, such as a user pay concept, which emphasizes that growth pays its own way.	X			
	Collaborate with state and regional transportation agencies such as ODOT, Bike Oklahoma, NW Arkansas Biking Associations, Grand Gateway RTPO, Mayes County Trail Alliance, and Monkey Island Improvement Association to facilitate transportation related improvements in the area.		X		
	Explore opportunities to create and expand new partnerships within the region.		X		
	Coordinate transportation operations, planning and improvements with the State, the County, neighboring jurisdictions and all transportation planning agencies to ensure the City's interests are well represented in regional planning strategies, policies, and projects.		X		
	Explore possibilities to adequately utilize infrastructure investments in coordination with other development projects, such as requiring complete street improvements with new development.		X		
	Pursue special opportunities for alternative modes of transportation to serve as attractors themselves, such as care/bicycle sharing and bicycle/pedestrian facilities and amenities.		X		

## IMPLEMENTATION PLAN

### GOAL 3: MAINTAIN AND STRENGTHEN THE REGION'S POSITION AS A TOURIST DESTINATION.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop and implement a Tourism Master Plan.		X		
	Utilize creative marketing to promote Downtown Grove and local attractions such as Grand Lake, Wolf Creek, and Harber Village through social media, destination videos, and other advertising techniques and programs.	X			
	Continue to promote and expand local projects and programs that attract both tourist and local community members year round.				X
	Continue to increase and promote the community's rich recreational opportunities and cultural amenities.				X
	Continue to promote the Grove Cultural District and the creation of an Artist District, Art Incubator, and/or Makerspace Center.				X
	Strategize and plan for future tourism opportunities through public-private partnerships, such as a Wolf Creek Park Outdoor amphitheater, redevelopment of Civic Center into a multi-use conference center, and community sports complex.		X		
	Continue to support local festivals and events that occur in the downtown area and promote new ideas for tourism opportunities.				X
	Acquire land for public lake access.				X
	Collaborate with landowners to coordinate recreational opportunities.				X
	Rethink how public rights-of-way is utilized to provide access opportunities.	X			

### GOAL 4: PROVIDE AN ADEQUATE SUPPLY OF VACANT, DEVELOPMENT-READY LAND FOR COMMERCIAL AND INDUSTRIAL USE.

☑	STRATEGY	SHORT	MID	LONG	ONGOING
	Create and continually maintain a Buildable Lands Inventory. Using the City's GIS data, overlay parcel shapefiles (which include ownership data, public utilities, and zoning). Query the data to determine which parcels are vacant within proximity to existing city services. Query out properties impacted by wetlands, steep slopes, and other undevelopable natural features. This provides an inventory of buildable land ready for development.				X
	Create an inventory of brownfield properties.	X			
	Promote opportunities for brownfield redevelopment.			X	
	Explore funding mechanisms to redevelop brownfields.			X	
	Provide staff with training related to brownfield development.	X			
	Prioritize locations for infill and redevelopment.	X			
	Promote and incentive redevelopment of underutilized properties.				X
	Prioritize and incentivize redevelopment and development into focused commercial and industrial areas.		X		
	Establish the Industrial Park and Grove Regional Airport as focus areas.		X		
	Establish incentive programs within the Industrial Park and Grove Regional Airport.		X		
	Establish transportation development standards to manage safety and drainage issues, such as low impact development, roadway development best practices, and stormwater management techniques.		X		

## IMPLEMENTATION PLAN

### GOAL 5: ENSURE THAT GROVE WILL CONTINUE TO BE A PLACE WHERE ALL PEOPLE WANT TO LIVE, WORK, AND PLAY.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Develop and implement a Health and Wellness Master Plan.			X	
	Review and amend the Municipal Code and add provisions related to community health and active living.		X		
	Provide prevention/intervention services throughout the City.	X			
	Create healthy living working groups, citizens advisory committees, health coalitions.		X		
	Invite community leaders to be on health task forces.		X		
	Invite health department representatives to planning meetings and to sit on advisory boards.		X		
	Consider establishing citywide fitness activities and challenges.	X			
	Research opportunities for promoting healthy dining options and gauge interest of local restaurants.	X			
	Collaborate with Grove Public Schools and public health agencies to strategize and plan for health and wellness related programs and activities.				X
	Install attractive way-finding and landscaping throughout the City to encourage walking and biking.		X		
	Require new development and redevelopment projects to provide pedestrian and bicycle amenities and streetscape improvements.	X			
	Collaborate with public and private entities to increase access to active recreation facilities and programs to residents of all ages.		X		
	Require transparency in regulations.				X
	Create efforts to share information with the public about operations and decision-making processes.		X		
	Amend the land use code to require public notification of development applications and develop strategies to engage the public in the future growth of Grove.		X		

### GOAL 6: ENCOURAGE ALL CITIZENS TO LEAD AN ACTIVE AND SAFE LIFESTYLE BY INCORPORATING ACTIVE AND SAFE CONCEPTS INTO LAND USE, TRANSPORTATION, COMMUNITY FACILITIES, AND PARKS POLICIES AND GUIDELINES.

<input checked="" type="checkbox"/>	STRATEGY	SHORT	MID	LONG	ONGOING
	Collaborate with Grove Public Schools and public health agencies to ensure residents of all ages have access to safe and attractive places for recreation and exercise.		X		
	Establish a Parks and Recreation Advisory Council.		X		
	Develop a Master Parks Plan and Trails Plan.	X			
	Develop and implement design and protection standards and guidelines for parks, trails and open spaces.		X		
	Develop and implement a Health and Wellness Master Plan.		X		
	Review and amend the Municipal Code and add provisions related to community health and active living.	X			
	Create a health and wellness webpage with links to local resources.	X			
	Provide safe and convenient bicycle and pedestrian connections to public parks and recreation areas.		X		
	Construct a connected network of multi-use trails.			X	
	Implement “complete streets,” including sidewalks, bicycle lanes, and share-the-road signs that provide safe and convenient travel for all users of the roadway.		X		

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# APPENDIX

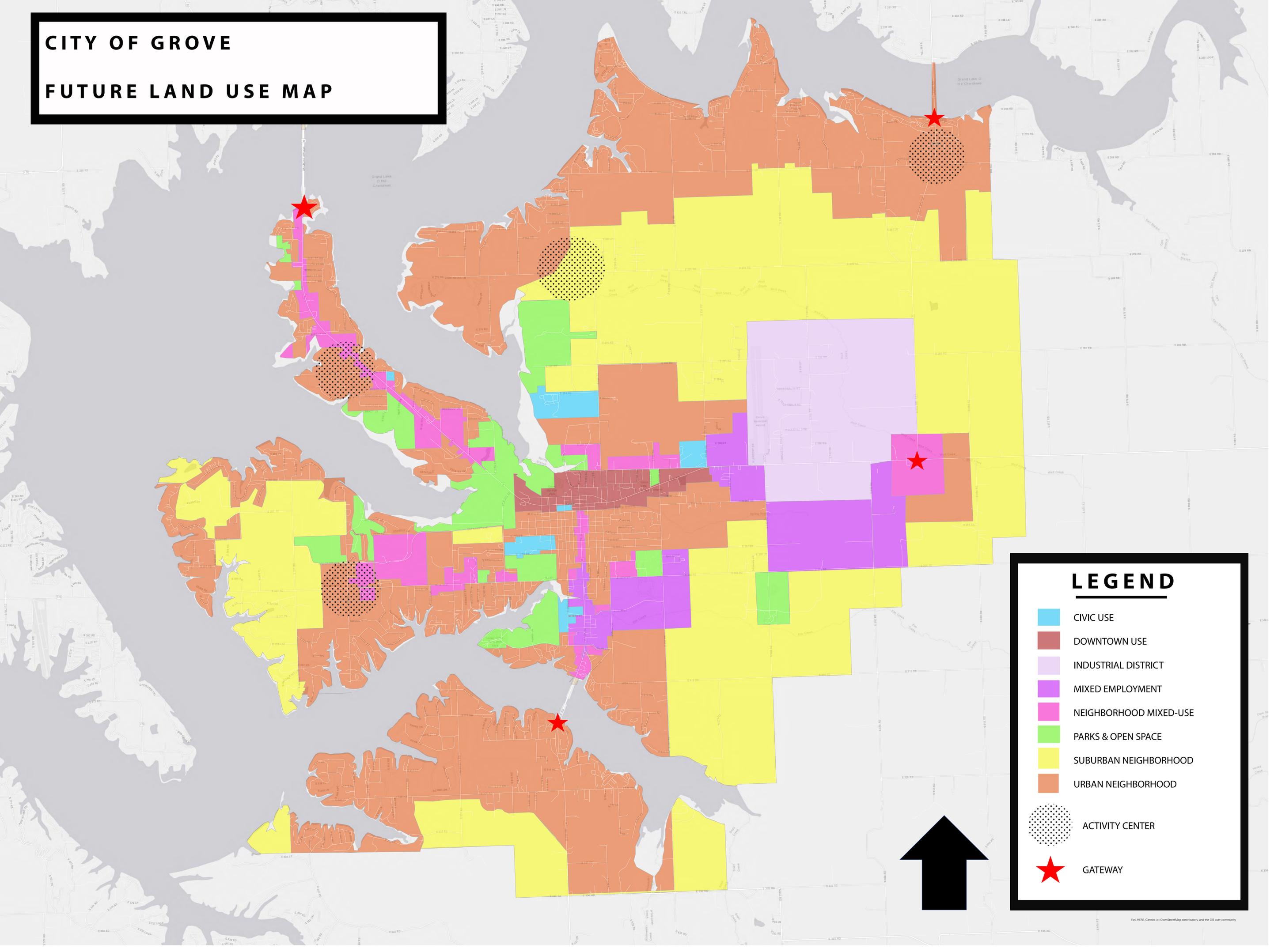


EXHIBIT A

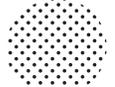
City of Grove, Oklahoma  
Future Land Use Map



# CITY OF GROVE FUTURE LAND USE MAP



## LEGEND

-  CIVIC USE
-  DOWNTOWN USE
-  INDUSTRIAL DISTRICT
-  MIXED EMPLOYMENT
-  NEIGHBORHOOD MIXED-USE
-  PARKS & OPEN SPACE
-  SUBURBAN NEIGHBORHOOD
-  URBAN NEIGHBORHOOD
-  ACTIVITY CENTER
-  GATEWAY



## EXHIBIT B

City of Grove, Oklahoma  
Public Participation Plan





# PUBLIC PARTICIPATION PLAN





*“The greatness of a community is most accurately measured by the compassionate actions of its members.”*

- Coretta Scott King



## WHAT IS THE PROCESS?

### PROJECT KICKOFF - JULY 2019

One of the first steps in the Grove Comprehensive Plan update is to conduct a community visioning process to determine Grove's values and aspirations over the next 10 to 20 years. In the first portion of the visioning process, Grove residents participated in a community survey where they shared feedback regarding their perceptions of the Grove today and what they see in the future. Residents also participated in an online visual preference survey, which asked them to rate a series of images based on their visual preferences for various community features, such as parks, housing and neighborhood characteristics, and streetscapes.

### STAFF & STAKEHOLDER COMMITTEES FORMED - AUGUST 2019

During this meeting, IBTS and the Guernsey Team met with the Technical and Citizen Advisory Committees to review the purpose and structure of the Comprehensive Plan update and discuss their involvement in the process. Results of the surveys were discussed and analyzed during this meeting and a timeline for the Comprehensive Planning process was scheduled.

### FIRST OPEN HOUSE MEETING - OCTOBER 2019

Public engagement is integral to the success of the Grove Comprehensive Plan update. During this first public open house, residents had the opportunity to view displays, talk with Comprehensive Plan team members one-on-one, and share their thoughts on and recommendations for Grove's vision statement, its values, areas of interest, and future.

### COMMUNITY VISION, GOALS, & OBJECTIVES WORKSHOP - DECEMBER 2019

The next step in the process was to establish a community vision and define clear goals and objectives that will guide the City towards reaching its vision. This task required significant input from community stakeholders, residents, business owners, and City staff. During this informal open house, attendees were

invited to walk through displays and provide feedback on these two very important aspects of the plan.

### EXISTING PLANS INVENTORY - JANUARY 2020

When planning for a community, it is important to assess what is already there to provide the context from which a new plan must start. The Comprehensive Plan's intent is to incorporate and reconcile past plans with awareness of recent studies, current conditions, community input, and best practices. These recent plans and studies will continue to be used for their detailed guidance.

### CRAFT ASSESSMENT - FEBRUARY 2020

IBTS' CRAFT (Community Resilience Assessment Framework and Tools (CRAFT) was developed for small cities to assess and strengthen community social, economic, and government resilience. By identifying strengths and vulnerabilities, the assessment informs actionable solutions that help municipalities build on their own resources. During this meeting, IBTS met with City Staff and Stakeholders to review CRAFT components and indicator questions and determine a resiliency score for the City of Grove.

### EXISTING CONDITIONS ASSESSMENT - JUNE 2020

During this task, data collection to support the development of the plan was conducted. A solid plan needs quantitative data such as demographic, employment, infrastructure, and housing patterns. The data in the Existing Conditions Report will serve as a baseline for future planning and inform the goals, vision, and policies of the Comprehensive Plan. The information and analysis presented in the report are drawn from a variety of sources, including the U.S. Census Bureau, field observations, past plans and studies, and geographical datasets, as well as local knowledge and input provided by City Staff and Stakeholders.

### **VISION, GOALS, & OBJECTIVES RESOLUTION – JULY 2020**

The formulation of a vision, goals, and objectives is a key focus in the preparation of a Comprehensive Plan. Goals are general statements that address the City’s vision and desired outcomes. They provide the framework upon which the objectives of the Comprehensive Plan are based. Objectives more specifically define how a goal will be achieved. The vision, goals, and objectives were presented to City Council as a resolution for adoption and represent realistic conditions that Grove should strive to achieve in the next 10 to 20 years. During their July 21st meeting, the Grove City Council approved Resolution No. 20-016, formally adopting the vision, goals, and objectives as an element of the Comprehensive Plan update.

### **FUTURE LAND USE MAP OPEN HOUSE – SEPTEMBER 2020**

The Grove Future Land Use Map is a visual guide to the physical development and future planning of the City. It describes how and where to build, rebuild, and which areas to preserve. The City’s Comprehensive Plan houses the Future Land Use Map and includes a chapter that provides staff, Planning Commission, and City Council guidance for land use decisions and direction for investments in community infrastructure. During this public open house, residents had the opportunity to review the current land use plan and land use patterns and weigh in on the future land use plan according to their ideas and opinions for Grove’s growth and changes in the years to come.

### **FUTURE LAND USE MAP RESOLUTION - NOVEMBER 2020**

The Grove Future Land Use Map must be reviewed and approved by the Governing Body. During their November 17th meeting, the Grove City Council approved Resolution No. 20-027, formally adopting the 2040 Grove Future Land Use Map.

### **PRINCIPLES & POLICIES OPEN HOUSE – DECEMBER 2020**

The proposed principles and policies were created by community residents during a series of public open houses, community surveys, and focus group meetings. Principles are assumptions, fundamental rules, or doctrines guiding comprehensive planning policies, strategies, and implementation measures. Policies are “operational” actions that a community will undertake to meet the goals and objectives. Prior to the event, the principles and policies were reviewed by both the Technical and Citizen Advisory Committees and available for a 30 day public review. During this open house held in conjunction with Grove’s annual Christmas Tree Lighting, residents were invited to review and provide input into the principles and policies that have been developed for the Comprehensive Plan.

### **PRINCIPLES & POLICIES RESOLUTION - JANUARY 2021**

Like the Future Land Use Map, the proposed principles and policies must also be reviewed and approved by the Governing Body. During their January 19th meeting, the Grove City Council approved Resolution No. 21-005, formally adopting the Comprehensive Plan’s principles and policies.

### **COMPREHENSIVE PLAN ADOPTION - APRIL 2021**

Once the draft plan has been completed, it will be available for a period of 30-days for public review and comment. Afterwards, team members will review the comments and revise the plan as necessary. Next, there will be a formal adoption process involving both Planning Commission and City Council. The plan will first be presented during a public hearing to Planning Commission, and once approved, the plan is forwarded to the governing body for final adoption.

## ACTION PLAN FOR IMPLEMENTATION

The vision statement, goals, and policies set forth in previous elements of the Comprehensive Plan together describe the desired type and character of growth in Grove over the next 20 years. However, they do not tell us precisely how to create the kind of community envisioned by the Plan. Comprehensive Plans are turned into reality by concerted, consistent attention to implementation. This requires that the City administration, departments, and present and future City Councils use the Comprehensive Plan as a key reference for all decisions and actions consistent with the initiatives and policies contained herein. It is the intent of this section to identify necessary methods and strategies to make the plan a success.

### IMPLEMENTATION METHODS

There are several necessary measures to implement the Comprehensive Plan involving a wide variety of people and organizations. However, it is the responsibility of the City to put in place the mechanisms that will promote the actions needed for implementation. Listed below are several methods that should be used to implement the Plan over the next 20 years:

- **ANNUAL PLAN AMENDMENTS.** To keep the Comprehensive Plan current, it is necessary to review and update it on an annual basis. Additionally, it is necessary to annually consider amendments to corresponding elements and projects such as the Capital Improvement Plan to address annual issues as they arise.
- **NEIGHBORHOOD PLANS.** A necessary and important part of implementing the Comprehensive Plan are creating and monitoring Neighborhood Plans for Grove's various developed and developing neighborhoods. These plans should be created to address in detail issues relevant to each specific neighborhood

and should be updated regularly maintain their currency and bring them into compliance with the most recently adopted Plan elements.

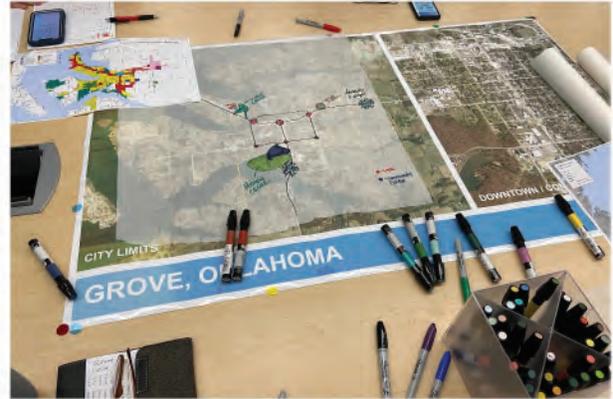
- **SUBAREA AND CORRIDOR PLANS.** Subarea and Corridor Plans are detailed plans for a small geographic area within a community that contain cohesive characteristics specific to that location. These plans provide way to help the residents and businesses in these areas figure out how their area can achieve the overall goals of the Comprehensive Plan, while addressing issues or concerns of particular interest to the small area. Examples of existing and possible future plans could include the Grove Downtown Master Plan, the Wolf Creek-Grove Springs Park Master Plan, and the Sailboat Bridge Corridor Plan.
- **FUNCTIONAL AND MANAGEMENT PLANS.** The Comprehensive Plan sets the policy framework in which Functional and Management Plans address in more detail. They also raise issues and ideas which help to shape the Comprehensive Plan's goals, objectives, and policies. Examples of existing Functional and Management Plans include the GRDA Pensacola Project Shoreline Management Plan, the Pavement Management Plan, and the Capital Improvement Plan.

- **REGULATIONS.** Regulations set the legal requirements for new development. The City of Grove Zoning Ordinances, the official Zoning Map, Subdivision Regulations, and other regulatory ordinances, requires that development and ultimately growth be consistent with the Comprehensive Plan. However, an update of Grove's regulatory documents must be a high priority to reflect the new Comprehensive Plan's vision statement, goals, and policies, and should be undertaken as appropriate on a regular basis.
- **ADMINISTRATIVE ACTIVITIES.** Implementation also depends on a variety of day-to-day actions such as development permitting and code enforcement. Ongoing monitoring of land use, demographics, development trends, housing costs, traffic counts, public transportation usage, and levels of service for public facilities and other factors affecting growth is also necessary.
- **PROGRAMS.** Another way to implement the Comprehensive Plan is through the establishment of programs that provide services to help achieve the goals and policies of the Plan. Examples of existing and possible programs include: Action teams such as the Downtown, Har-Ber Village, and Honey Creek Action Teams; The Grove Economic Development Authority and the Grove Area Chamber of Commerce.
- **CITIZEN INVOLVEMENT AND EDUCATION.** Implementation of the Comprehensive Plan will only be successful if it is understood and embraced by the public and if it is regularly revised to reflect changing community aspirations and concerns.
- **BUDGETING.** Governmental expenditures play an essential role in implementation. The City's annual operating budget allocates resources for personnel and activities needed to carry out implementation measures necessary to implement the plan.

## COMPREHENSIVE PLAN UPDATE TIMELINE







# EXHIBIT C

City of Grove, Oklahoma  
Existing Plans, Studies, and  
Reports Inventory





# EXISTING PLANS, STUDIES, & REPORTS INVENTORY



Cover Photo By: City of Grove



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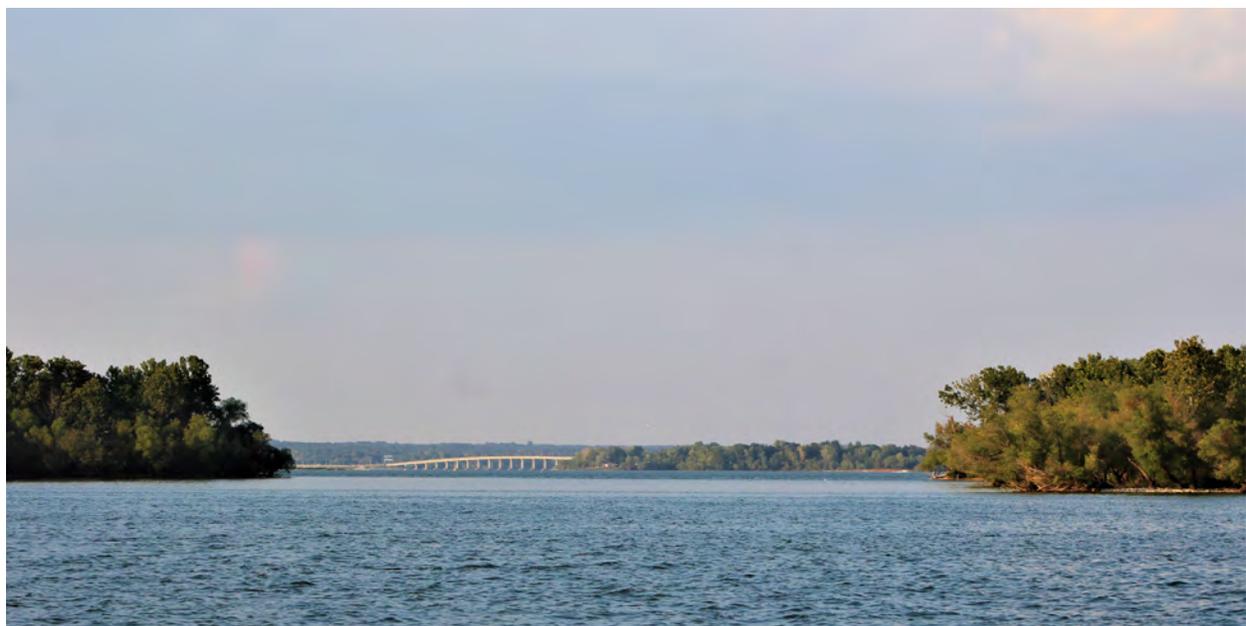


# EXECUTIVE SUMMARY



When planning for a community, it is important to assess what is already there to provide the context from which a new plan must start. The Comprehensive Plan’s intent is to incorporate and reconcile past plans with awareness of recent studies, current conditions, community input, and best practices. These recent plans and studies will continue to be used for their detailed guidance. The report details the following past city plans:

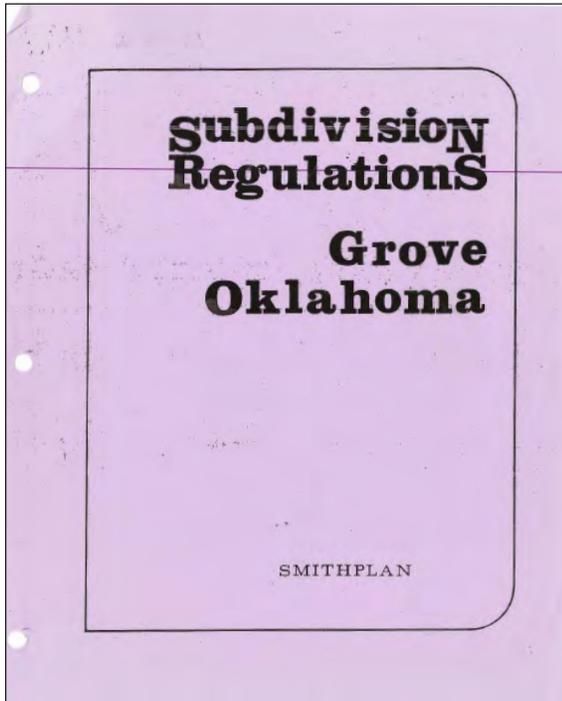
- ❖ 1985 Grove Subdivision Regulations
- ❖ 2003-2013 Land Development Plan
- ❖ 2004 Civic Center Market Demand Assessment
- ❖ 2004 Grove Downtown Master Plan
- ❖ 2007 Grove Downtown Enhancement Project
- ❖ 2008 Pensacola Project Shoreline Management Plan
- ❖ 2013 Wolf Creek - Grove Springs Park Master Plan
- ❖ 2015 Pavement Management Plan



*Photo by Connie King*



# 1985 GROVE SUBDIVISION REGULATIONS

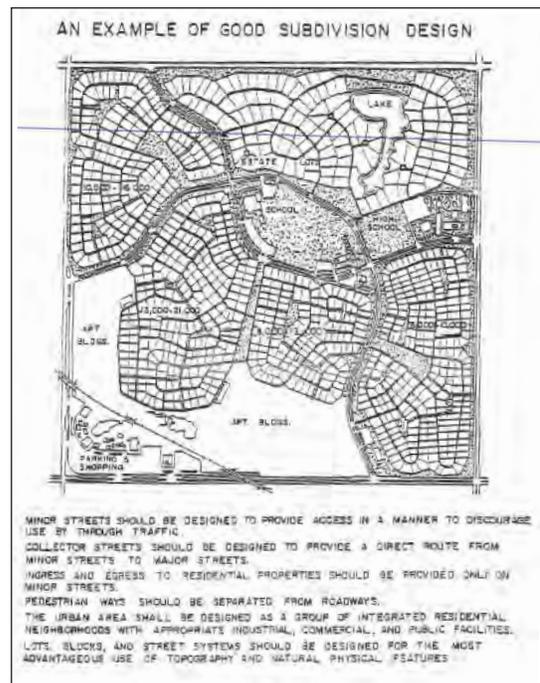
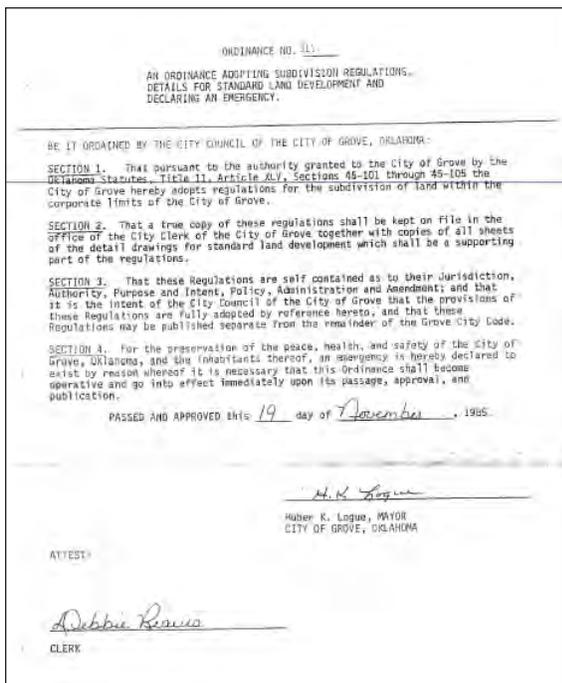


An ordinance adopting subdivision regulations, details for standard land development and declaring an emergency.

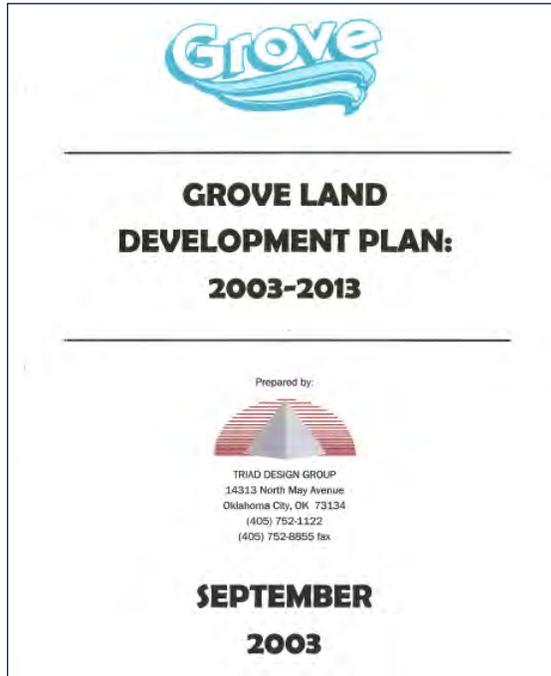
The following is the table of contents for the key elements of the Subdivision Regulations:

- Chapter 1. General Information
- Chapter 2. General Procedures
- Chapter 3. Subdivision Platting Procedures
- Chapter 4. Plat Information Requirements
- Chapter 5. Design Standards
- Chapter 6. Land Improvements

The Grove Subdivision Regulations is very outdated and should be updated to reflect the vision, goals, and policies of the 2040 Comprehensive Plan, Grove: Sailing Into the Future



## 2003-2013 LAND DEVELOPMENT PLAN



The 2003-2013 Land Development Plan was prepared by Triad Design Group and was adopted by the City of Grove in September 2003. The plan presents the vision for the future of Grove and is still used as a basis for the intent and application of land use planning and practices. The major elements of the 2003-2013 plan are:

1. City of Grove Community Profile
  - b. History
  - c. Physical and Environmental Characteristics
  - d. Demographic Characteristics
  - e. Socioeconomic Characteristics
  - f. Housing Market
2. Goals and Policies
  - c. Vision Statement
  - d. Goals and Policies
  - e. Land Use

- d. Land Use
  - e. Industrial Development
  - f. Commercial Development
  - g. Residential Development
  - h. Aesthetics
  - i. Utilities and Emergency Services
  - j. Transportation
  - k. Parks and Recreation
  - l. Environmental and Water Resources
3. Land Use
    - d. Key Issues and Challenges
    - e. Existing Land Use
    - f. Opportunities and Constraints to Development
    - g. Future Growth Area
    - h. Trends and Development Issues
    - i. Future Land Use
  4. Implementation
    - e. Spot Zoning
    - f. Capital Improvement Programming

The Plan is an instrument to manage change within the community and should be used by both public officials and private citizens as a tool for assessing development proposals and their compatibility with the community's goals.

# 2004 CIVIC CENTER MARKET DEMAND ASSESSMENT

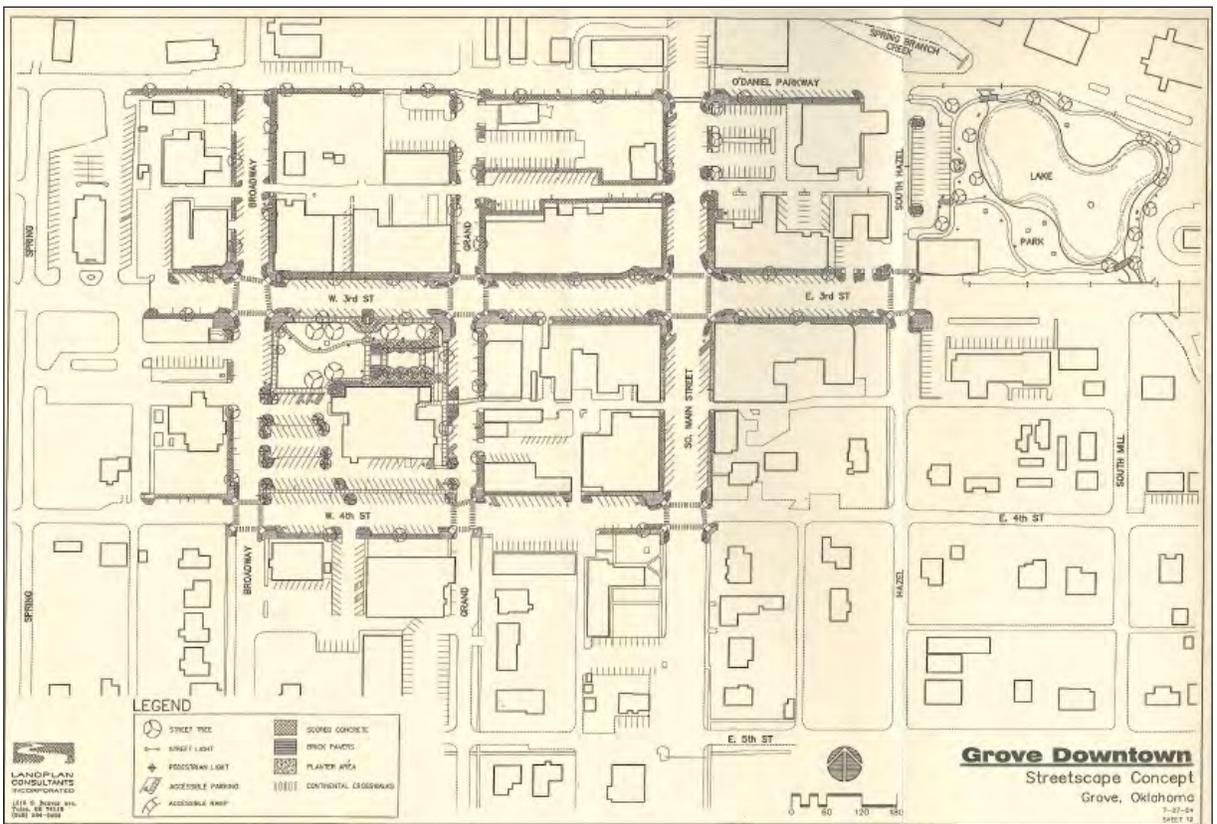
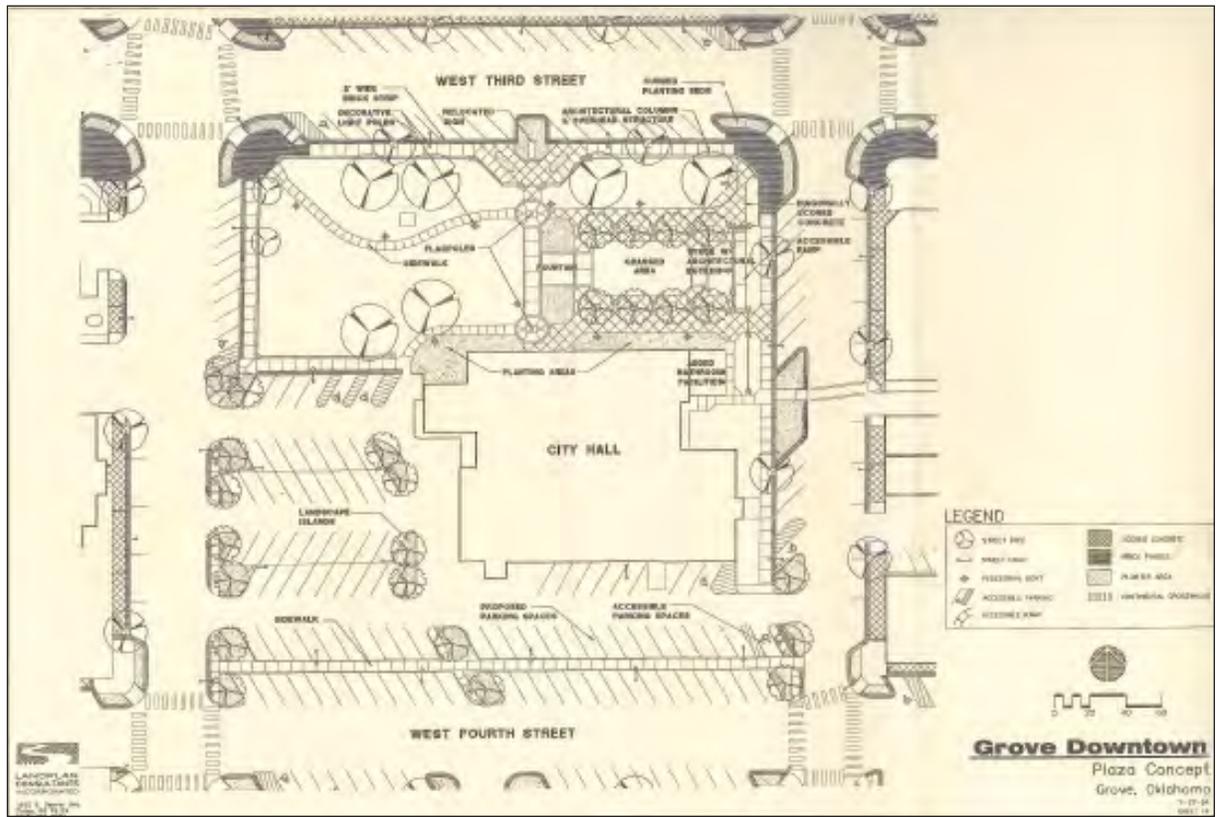


This analysis, completed in 2004 by KMPG, described the market and financial feasibility for a proposed new Civic Center in Grove. In the past, the facility has hosted a variety of events including consumer shows, a regional clogging festival, meetings, training programs, among many others. It is anticipated that any new Civic Center in Grove would continue to host the events currently held at the existing Civic Center. However, the existing Grove Civic Center is limited in its ability to host smaller conventions and meetings due to its lack of dedicated rooms, ballroom space, and parking availability. This analysis focuses on the proposed new civic center's ability to host more exhibit and meeting related events rather than spectator-oriented events.

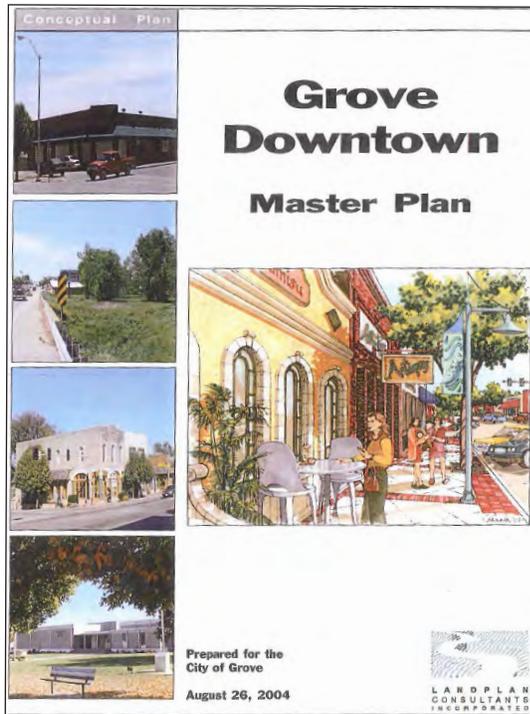
The number and scope of convention and meeting facilities in Grove are minimal. According to the results of this analysis, the availability of hotels/meeting facilities and affordability of the destination are key criteria in evaluating a site to host their events. In addition, the number, size, and quality of meeting rooms, the quality and number of sleeping rooms, and cost of a facility are important criteria when selecting a facility.

At the time of this report, the existing Civic Center sat on 6 acres of prime commercial land and if sold, would generate fiscal benefits to the community. At the time of writing, GIDA had received multiple offers to buy the existing Civic Center. Additionally, GIDA was also considering the development of a new civic center to replace the existing Civic Center.

# EXISTING PLANS INVENTORY

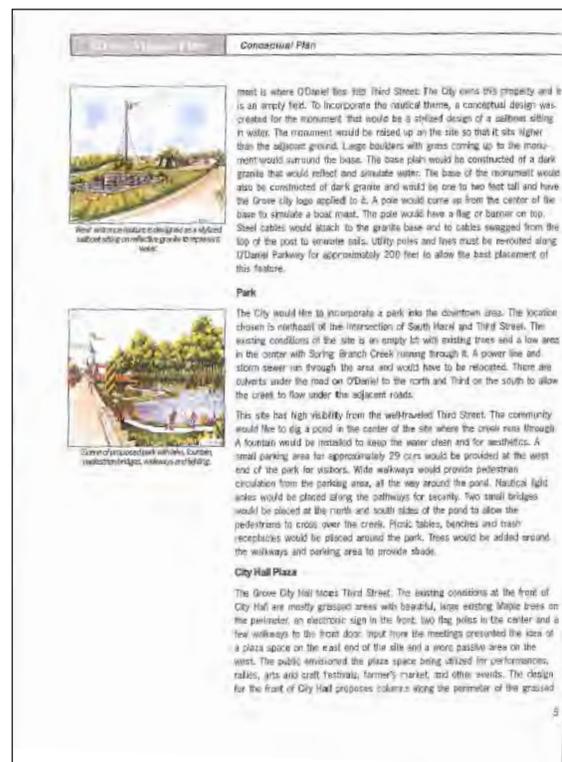


# 2004 GROVE DOWNTOWN MASTER PLAN

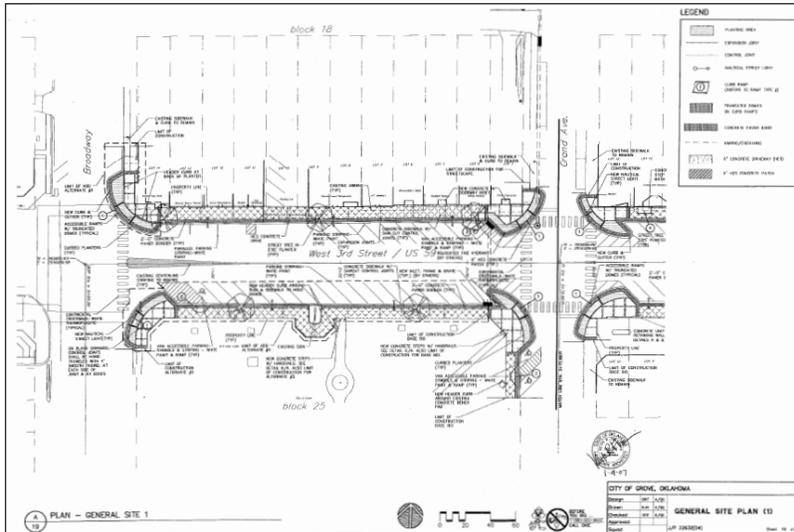


Alleyways are included in the improvements between Grand and South Hazel. The master plan also proposed a park northeast of the intersection of South Hazel and Third Street. Also identified are gateways into the City of Grove. One is a sailboat entrance monument on the north side of the road as you enter the west side of town at Third Street and O’Daniel Parkway. Three other gateways with overhead decorative structures are planned for Third Street, mid-block between Spring and Broadway, Third Street just south of the new park area, and at the intersection of South Main and Fifth Street. The proposed master plan incorporates new sidewalks and curbs, crosswalks, new extended curb extensions to incorporate landscaping, street trees, irrigation, lighting, new parking striping, and a plaza area.

The master plan provides for new streetscape design for 5 full city blocks and three half blocks within the downtown central business district. The area of development is bounded by O’Daniel parkway on the north, mid-block between Spring Street and Broadway on the west, Fourth Street on the south and just to the east of Spring Branch Creek on the east. From east to west, the streetscape includes three and a half blocks on the south side of O’Daniel, three and a half blocks on both sides of Third Street and two and a half blocks on both sides of Broadway, two blocks of Grand and two block of Main Street. Improvements in the master plan also propose a plaza in front of Grove City Hall on Third Street and a parking lot on the south side of City Hall on Fourth Street.



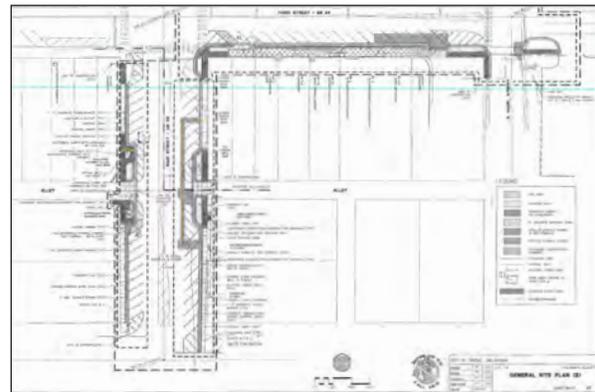
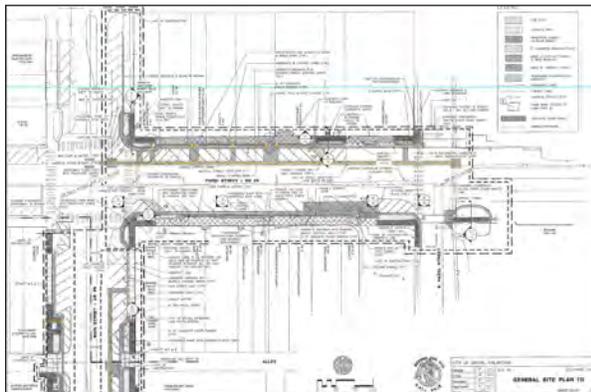
# 2007 GROVE DOWNTOWN ENHANCEMENT PROJECT - PHASE I



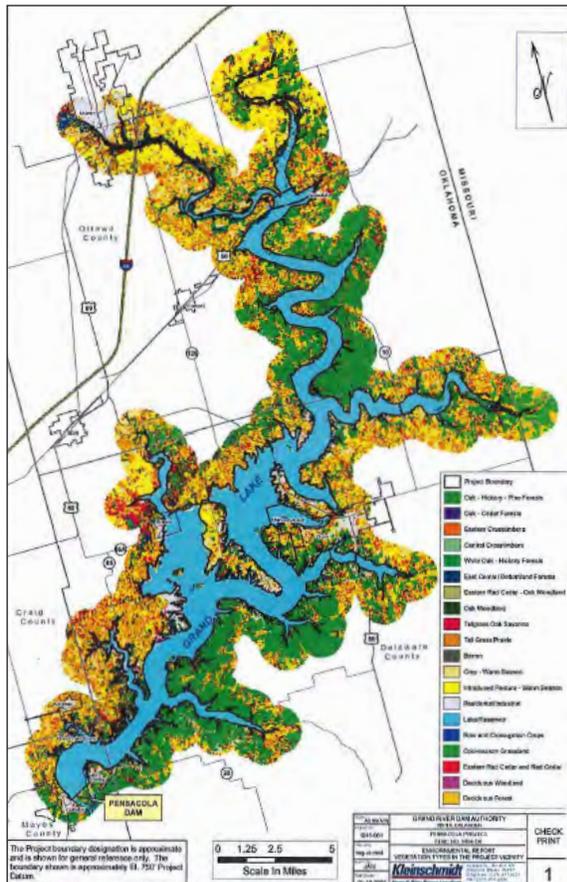
Site Plan packets for Phase I and Phase II include:

1. Grading plans;
2. Drainage plans;
3. Sidewalk plans;
4. Curb and gutter plans;
5. Landscaping plans;
6. Irrigation plans;
7. Signage plans;
8. Striping plans; and
9. Lighting plans.

# 2012 GROVE DOWNTOWN ENHANCEMENT PROJECT - PHASE II



# 2008 PENSACOLA PROJECT SHORELINE MANAGEMENT PLAN



On July 21, 2008 and supplemented on December 23, 2008, January 26, 2009, and February 23, 2009, Grand River Dam Authority (GRDA) filed the proposed shoreline management plan (SMP) for Commission approval. Grand Lake encompasses approximately 46,500 surface acres of water and 1,300 miles of shoreline.

Increasing development and competing uses for resources around the lake require a clearly defined, comprehensive, and consistent management strategy to accommodate future growth, while maintaining stewardship for the environmental and socioeconomic resources that the lake offers. The Shoreline Management Plan provides a comprehensive plan for Grand Lake that considers GRDA’s enabling legislation, the Federal Energy Regulatory Commission (FERC) license, historical and current public use, and the need to accommodate future growth and changing use patterns; all while maintaining stewardship of the environmental and socioeconomic resources entrusted to GRDA. It is important to note that the SMP only applied to GRDA owned land and does not control the use of privately owned land.

On October 17, 2013 the SMP was modified to provide for reasonable residential and commercial development at the project, while protecting the project’s environmental, public recreation, cultural, and scenic values. This order includes a revised map of shoreline management classifications and resources; comprehensive reports on encroachments and habitable structures; provisions to assess and minimize disturbance of contaminated sediments; provisions to monitor and protect water quality, shoreline vegetation, and wildlife species; provisions to assess and mitigate for comprehensive impacts on wetlands and wildlife resources; recreation site location data requirements; and an updated SMP within 6 years.

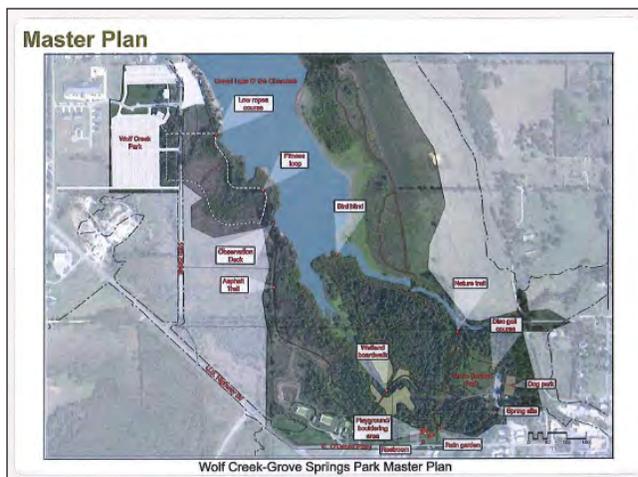
# 2013 WOLF CREEK - GROVE SPRINGS PARK MASTER PLAN



The mission is to provide a comprehensive natural park system that enhances recreational opportunities for all residents. Be good stewards of the environment by offering conservation programs as well as activities that provide personal enjoyment. Contribute to the community's quality of life, and promotes education of an ecosystem.

Goals:

1. To restore, manage, and enhance the park in partnership with the public, for the enjoyment of present and future generations;
2. To maintain a safe, clean, and aesthetically pleasing park and trail system while utilizing the natural resources available in the most cost effective and efficient manner possible; and
3. To preserve the natural elements in conjunction with allowing visitors the opportunity to view and interact within nature without adversely affecting the environment.



While the mission and goals of the Master Plan lay the foundation for progress, there is no additional text describing the mechanisms to do so. The remainder of the plan consists of a site analysis graphic, images of existing conditions, a floodplain map, the master plan graphic, and other images and graphic displaying various renovations and improvements.

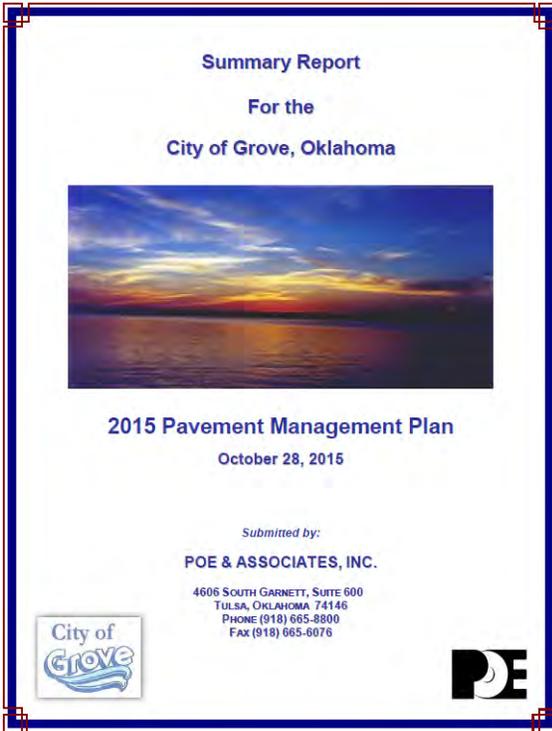
### Master Plan- Grove Springs Site Renovation



### Master Plan- Playground

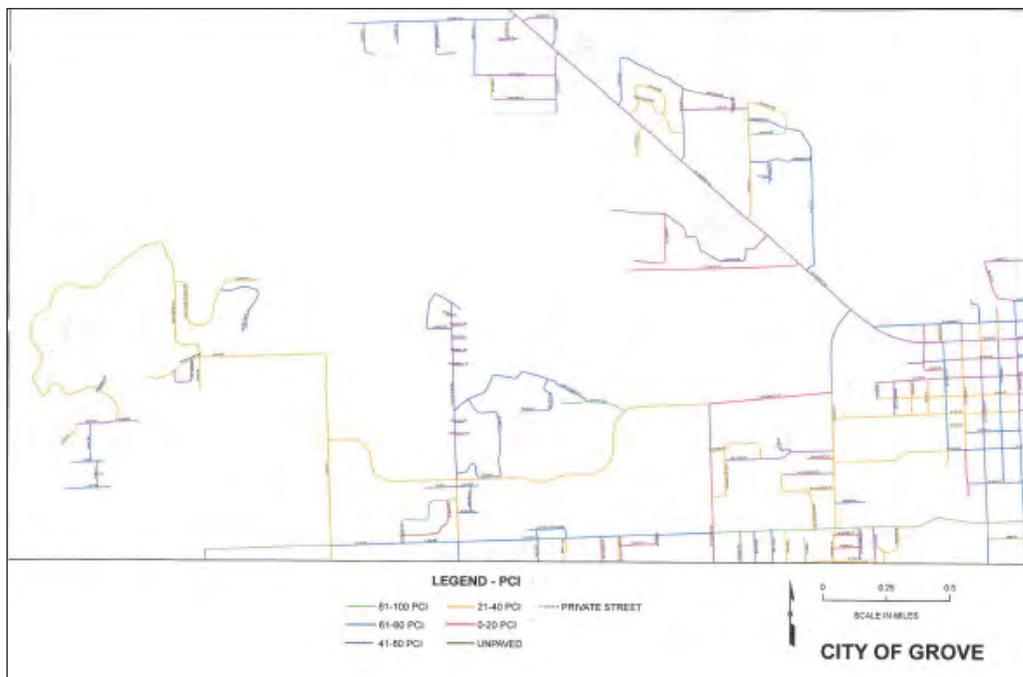


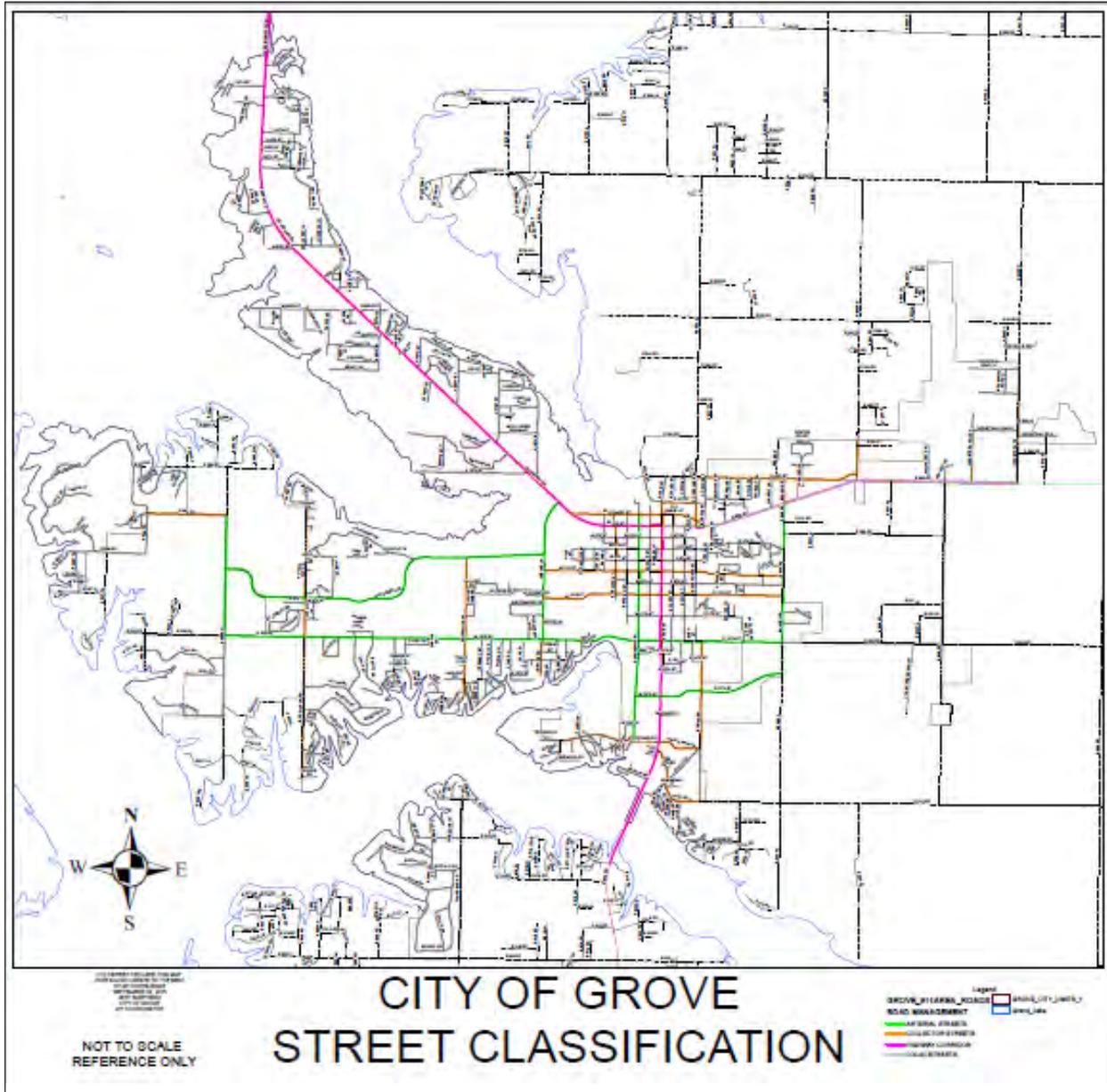
# 2015 PAVEMENT MANAGEMENT PLAN



The 2015 Pavement Management Plan was prepared by POE & Associates, Inc. and was adopted by the City of Grove on October 28, 2015. The data collected and studied by the engineers identifies the condition of all the streets located within the city limits, as well as recommendations on what types of repairs are required per street, and the estimated cost for those repairs. The condition of streets are calculated by a pavement condition index (PCI) value from 0 to 100, with 100 representing pavement in excellent condition and 0 representing poor conditions. The approach for the plan consists of the following interrelated tasks:

1. Coordination with City Staff
2. Data Collection
3. Data Update
4. Data Interpretation
5. Project Results
6. Conclusion and Recommendations







# EXHIBIT D

City of Grove, Oklahoma  
Existing Conditions





# EXISTING CONDITIONS REPORT



SAILING INTO THE FUTURE

*Cover Photo by Gary Eckert*





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# EXECUTIVE SUMMARY



This Existing Conditions Report provides an overview of the existing conditions in the City of Grove. It is one of the first steps in the comprehensive planning process and covers a variety of topics including demographic characteristics, economics, land use, housing, transportation, and public infrastructure. Because the last Comprehensive Plan was updated in 2003, the goal of this existing conditions report is to provide an up-to-date snapshot of key issues facing the City so that the Comprehensive Plan Update process can more effectively address them.

The report contains the following sections:

- ❖ Existing General Information
- ❖ Demographics
- ❖ Housing
- ❖ Economic Development
- ❖ Parks & Natural Resources
- ❖ Transportation & Infrastructure
- ❖ Utilities



Source: [integrisk.com](http://integrisk.com)

## EXISTING GENERAL INFORMATION



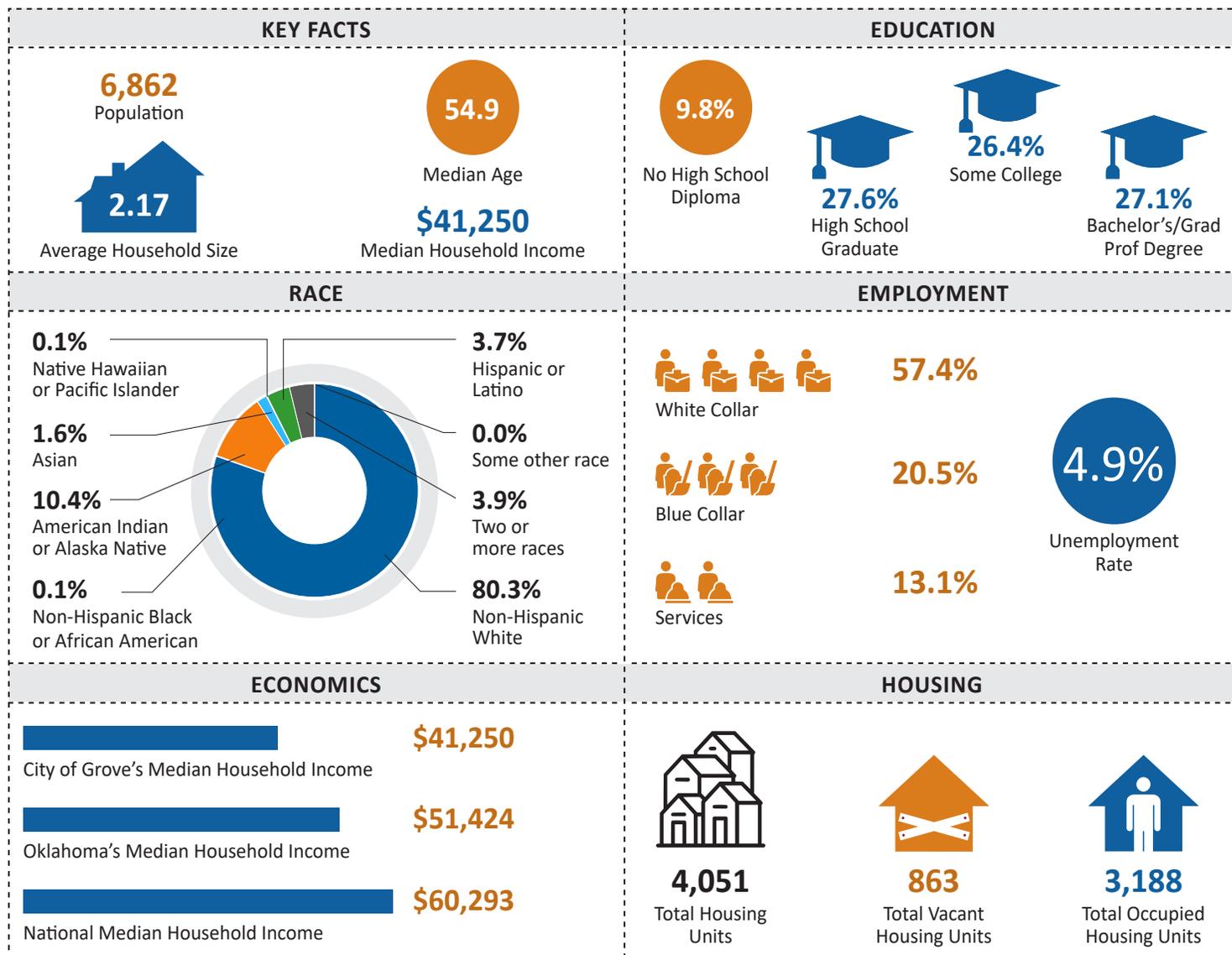
*Photo by Connie King*

The Comprehensive Plan is a tool that can help Grove be strategic about how and where to grow. By taking an informed and forward-looking approach to land use and development decisions, Grove can ensure that it is maximizing the benefits of its investments, and positioning the City to respond to current and emerging needs. The purpose of this Existing Conditions Report is to provide documentation and input of all current knowledge of Grove. By aligning community priorities with data-driven decision making, Grove can move forward with a vision that is transformative, implementable, and responsive to existing conditions.

This section contains a summary of baseline conditions and trends in Grove to establish the context for assessing potential impacts and is key to identifying and anticipating community needs. This section includes a Key Facts graphic that highlights current demographic, economic, housing, employment, and education data in Grove. It will also discuss information covering Grove's existing land use and the Future Land Use Map (FLUM) from the current Land Development Plan (2003) and other general information about Grove like Points of Interests in Town and a Downtown Inventory & Analysis.

## 2018 KEY DEMOGRAPHICS

Understanding the demographics of a community is key to understanding its unique needs for housing, infrastructure, employment opportunities, and services. The Key Facts graphic below illustrates important demographic statistics that help to better understand the existing conditions in the jurisdiction that may affect the Comprehensive Planning process. Data for the Key Facts was obtained from the 2018 U.S. Census Bureau and the American Community Survey.



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The Future Land Use Map takes into account anticipated levels of growth and development and serves as the basis for revisions of the City's zoning maps and revisions to the zoning code. However, the Future Land Use Map is not a zoning document and should instead reflect the community's vision of its future self.

Grove's existing Future Land Use Map was created in 2003. It shows a city that cares about preserving greenspace and utilizing the natural beauty that lines its shores by including space for lakefront resorts and mixed-use development that can support local tourism. Commercial activity is located primarily along HWY 59 and Main St., with single-family homes located adjacent to these nearby businesses. Pockets of multi-family residential housing is scattered throughout the City's central areas. In the existing Future Land Use Map, land located south of the HWY 59 bridge that crosses Dilar Cove has primarily been set aside for agricultural activity, except for a small segment that is dedicated to single-family residences. Grove's Future Land Use Map from 2003 reflects a community that values its beautiful scenery and small-town feel.

Grove's existing Zoning Map, created in 2012, supports the overall vision that helped to create the Future Land Use Map. It includes a robust commercial corridor that extends along US-59 from the city's main gateway, Sailboat Bridge, continues through the city's downtown, and

stretches south along Main Street. The city's existing zoning allows light industrial land uses on its eastern side near the city's municipal airport and concentrates single-family homes primarily in areas near the city's central commercial corridors. The existing zoning also allows mixed-use development in areas where current lake shore lodging and resorts exist, and where future lake shore developments could thrive.

Since the conception of the City's Future Land Use Map in 2003 Grove has experienced dense development along its shoreline. While some of this was anticipated in Grove's previous Future Land Use Map, much of the development has occurred in areas that were earlier envisioned to be used for agricultural purposes or preserved as open space. Grove's burgeoning tourism industry has spurred an increase in lakefront resorts and lodging, and the need for mixed-use developments to support these lakefront communities continues to grow.

Grove's picturesque downtown serves as the hub for Grove's businesses and retail. It also serves as a crossroad for two major highways. This combination reveals the need to keep downtown safe and thriving as Grove grows in population.









# DOWNTOWN



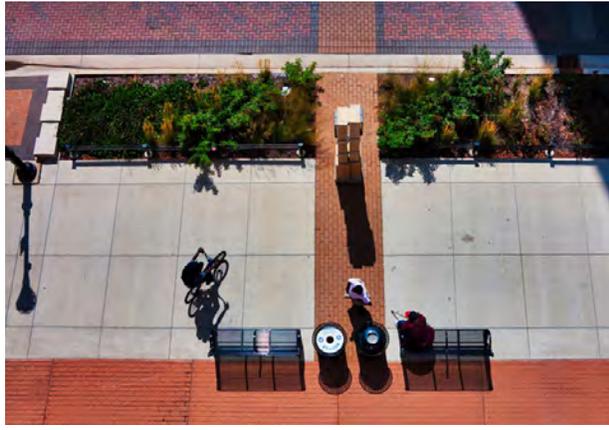
## DOWNTOWN PROJECT AREAS

A multi-phase Downtown Master Plan was developed in 2004 by LandPlan Consultants. Together, the community and steering committee decided on an overall nautical theme complemented by a country style. The master plan is broken up into 12 phases including streetscape, park, and plaza design.

The streetscape area includes five full blocks and is characterized by brick borders, nautical lighting, extended curbs, and landscaping. The plan includes parking areas to be re-striped, van parking, and ADA accessibility.

A nearby empty lot was chosen for a park to be incorporated into downtown. The location chosen is on the intersection of 3rd St and S Hazel. The concept design includes wide walkways, picnic areas, bridges and a central pond.

The plaza in front of City Hall faces 3rd Street. The vision for the plaza is to provide an event space for performances, festivals, and markets, along with a more passive area on the west.



Springfield, IL



Cheyenne, WY



Brookside, Tulsa, OK



Rose District, Broken Arrow, OK







# DEMOGRAPHICS



## OVERVIEW

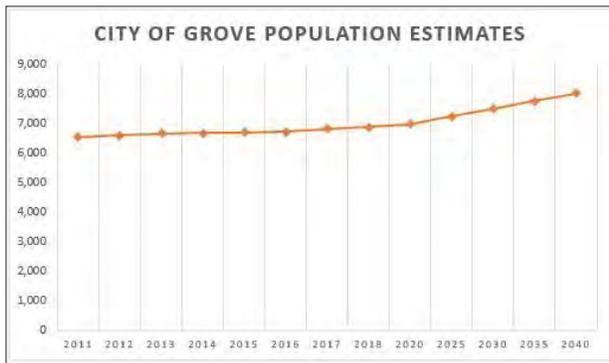
Understanding population trends and demographic characteristics is necessary to guide the planning process and provide the background information for developing feasible policy recommendations. This chapter provides a general overview of the demographic and housing characteristics for the City of Grove. Data discussed in this summary is drawn from the latest datasets available from the U.S. Census Bureau and the American Community Survey.

## KEY FINDINGS

- ✓ In 2018, the estimated population of Grove was 6,862 and is anticipated to grow to 7,987 by 2040.
- ✓ Grove has a slightly older population, with a median age of 54.9.
- ✓ The population has become more culturally diverse over the past decade.
- ✓ The median household income is significantly less than both the state and national average.
- ✓ Grove's population is predominantly family oriented and well educated.

## POPULATION

In 2018, the estimated population of Grove was 6,862. Grove had an estimated 3,188 households in 2018. From 2010 to 2018, the population of Grove grew by 435 (6.8%) and the number of households grew by 469 (14.7%). Based on current trends, Grove is anticipated to grow to an estimated population of 7,987 in 2040 (U.S. Census Bureau, 2018).



## AGE DISTRIBUTION

Grove has a slightly older population, with a median age of 54.9. In 2018, 49.7% of the population was over the age of 55. The largest age group is 70 to 74 year olds, which make up 18.3% of Grove's population (U.S. Census Bureau, 2018).

## RACIAL/ETHNIC COMPOSITION

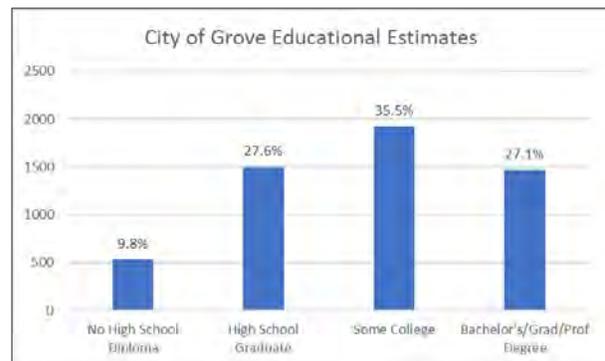
The racial and ethnic composition in Grove has diversified over the past decade. In 2018, residents who classified themselves as two or more races increased 73.4%, from 154 to 267. Asian residents also increased by 7%. Non-Hispanic Black or African Americans increased slightly, from 0 residents in 2010 to 7 on 2018. However, those who classified themselves as American Indian or Pacific Islander decreased 16% and the Hispanic or Latino population decreased as well. Non-Hispanic Whites increased by 8.7% (U.S. Census Bureau, 2018).

## INCOMES AND COST OF LIVING

In 2018, the median household income in Grove was \$41,250, significantly less than the state average of \$51,424 and the national average of \$60,293. The cost of living in Grove is estimated to be 87.3 (compared to a national average of 100). In 2018, the percentage of the population living below the poverty line was 13.4% (902 out of 6,735 people). This is below the national average of 16.0%. The largest demographic group of persons living in poverty are males aged 45 to 54 years, followed by males aged 12 to 14 years (U.S. Census Bureau, 2018).

## EDUCATIONAL ATTAINMENT

The City of Grove has an educated population. In 2018, 90.2% of the population over the age of 25 had at least a high school education and 27.1% had a college education, which is higher than both the state average of 87.8% and 25.2%, respectfully (U.S. Census Bureau, 2018).



# HOUSING



*Photo by Connie King*

## OVERVIEW

The purpose of this section is to evaluate the recent trends in housing to better anticipate the future housing needs of the community. Grove's ability to accommodate the demand for housing will depend on the ability to provide the quality and range of housing choices that appeals to residents. Data discussed in this summary is drawn from the latest datasets available from the U.S. Census Bureau and the American Community Survey.

## KEY FINDINGS

- ✓ Grove's housing stock is primarily owner-occupied single-family detached homes.
- ✓ In 2018, the median home value in Grove was \$166,300, about 24% more than the State of Oklahoma's median home value of \$130,900.
- ✓ In 2018, the median gross rent for rental housing was \$700 per month, roughly 12.5% less than the State of Oklahoma's median gross rent of \$793 per month.
- ✓ An individual earning the median household income of \$41,250 would not be able to afford the median home value of \$166,300.
- ✓ An individual earning the MHI would be able to afford the gross rent estimate of \$700.

### CURRENT HOUSING STOCK

In 2018, Grove had a total of 3,188 occupied housing units: 2,125 (66.7%) were owner-occupied and 1,063 (33.3%) were renter-occupied. Out of a total of 4,051 housing units, the vacancy rate was 21.3%. Grove has sustained a low-density development pattern. In 2018, 70.6% of all housing units were single-family, detached residences. Only about 13.2% of the housing stock was multi-family. Additionally, Grove's housing stock is also relatively new, with 48.2% of the total housing stock in 2018 having been built after 1990 (U.S. Census Bureau, 2018).

### HOMEOWNERSHIP MARKET

In 2018, the median home value (MHV) in Grove was \$166,300, about 24% more than the State of Oklahoma's median MHV of \$130,900. This suggests that Grove may be unaffordable to individuals or families who are pursuing homeownership within the city. The median monthly housing costs for Grove residents with a mortgage is \$1,267 and \$429 for those without a mortgage. Furthermore, according to data, home values are expected to increase almost 56%, to a total of \$294,449 by 2040 (U.S. Census Bureau, 2018).

### RENTAL HOUSING MARKET

In 2018, the median gross rent for rental housing was \$700 per month, which includes contract rent plus the estimated cost of utilities (electricity, gas, and water/sewer) and fuels (oil, coal, kerosene, wood, etc.), roughly 12.5% less than the State of Oklahoma's median gross rent of \$793 per month (U.S. Census Bureau, 2018).

### AFFORDABILITY OF RENT AND HOME PRICES

A household is considered to be cost-burdened when it spends more than 30% of its income

on housing related costs and is severely cost-burdened when it spends more than 50% on housing costs. Based on this, in 2018, an individual earning the median household income (MHI) of \$41,250 would not be able to afford the median home value of \$166,300 and would be considered cost-burdened. More so, this calculation does not consider other housing costs or potential economic and debt factors such as credit score, credit card bills, student loans, and car payment. An individual earning the MHI would be able to afford the median gross rent estimate of \$700 (U.S. Census, 2018); However, this calculation does not account for other household related costs such as groceries, insurance, childcare, and transportation expenses.

2010-2018 Home Prices & Rents			
	MHI	MHV	Gross Rent
2010	\$32,483	\$120,900	\$609
2011	\$33,330	\$124,900	\$623
2012	\$35,838	\$124,900	\$638
2013	\$34,199	\$132,400	\$661
2014	\$32,868	\$139,300	\$625
2015	\$40,061	\$147,700	\$639
2016	\$39,321	\$150,700	\$689
2017	\$40,435	\$160,000	\$695
2018	\$41,250	\$166,300	\$700

Housing is generally the average person's greatest monthly expense. This creates hardships for residents who earn incomes lower than the MHI and often they are forced to make trade-offs to lower housing costs. These trade-offs include housing quality, neighborhood quality, and location and can impose other extraneous costs on the household, such as longer commutes.

## ECONOMIC CHARACTERISTICS



### OVERVIEW

Many factors influence people's decisions regarding the location of where they want to live. Economic opportunities, employment, and wages are some of the most influential determinants of migration in a community. This section is intended to provide information on the current state of Grove's economy and the City's potential to support growth. Data discussed in this summary is drawn from the latest datasets available from the U.S. Census Bureau of Labor Statistics.

### KEY FINDINGS

- ✓ In 2018, the three largest occupations that employed residents of Grove were Management, business, and financial occupations (19.85%), Office and administrative support occupations (10.45%), and Sales and related occupations (9.28%).
- ✓ Grove's existing major employers are Simmons Food Inc., Tyson Foods, INTEGRIS Grove General Hospital, and the Grove Public School System, among others.
- ✓ Grove's economy is largely dependent on travel and tourism as 26.9% of travel and tourism-related occupations make up the region's employment.

## ECONOMIC TRENDS

Grove is the largest city in Delaware County and considered the commercial, retail, entertainment, and healthcare hub of the Grand Lake trade area. INTEGRIS Grove Hospital and other healthcare-related facilities located in Grove solidify the City's role as a strong healthcare center for Northeast Oklahoma, Southwest Missouri, and Northwest Arkansas. Grove also is home to a satellite campus for Northeastern Oklahoma A & M College adding a higher education presence. In addition, Grove's aviation and aerospace industry cluster in manufacturing provides needed, good paying, year-round employment. Situated on the Lake, Grove is convenient to many large Mid-America markets and has a low cost of living. The table on page 19 shows the level of occupational diversity of employment and earnings within Grove.

Grove serves as the healthcare center of the region. Higher education in the region provides healthcare programs to facilitate workforce development and training for healthcare occupations. Healthcare is one of the primary services needed for a City to have economic development success.

As one of the main retail centers of the region, retaining and growing the business community is vital to the overall health and culture of the City. Retail and restaurants play an important role in local tourism economies and are some of the most popular leisure travel activities for travelers. As 26.9% of travel and tourism-related occupations make up the regions employment, retail and tourism development initiatives cannot operate in isolation.

## MAJOR EMPLOYERS

Per the Grove Area Chamber of Commerce website, the City's major employers are:

- ❖ Simmons Food Inc.
- ❖ Tyson Foods
- ❖ INTEGRIS Grove General Hospital
- ❖ Grove Public School System
- ❖ Wal-Mart Supercenter
- ❖ Indigo Sky Casino
- ❖ River Bend Casino
- ❖ Northeast Oklahoma Electric Cooperative
- ❖ Shangri-La Resort
- ❖ Orizon Aerostructures
- ❖ Cherokee Casino Grove
- ❖ Grand Lake Casino

In addition, there are many small businesses and proprietors located in the City that support the same employment and local income as the major employers. The presence of a diversity of small businesses reduces potential economic volatility associated with relocation and business instability, compared with a local economy composed of a few large employers or retail chain stores. Economic development studies show that local-owned businesses with close ties to the community are more likely to expand and recirculate revenue within the local economy. Shoring up local business retention and future growth prospects through a supportive business environment is important to sustain the City's economic health, particularly post-pandemic.

Estimated Employment and Earnings by Occupation in Grove 2018			
Occupation	Estimated Employment	% of Total Employment	Annual Median Earnings
Management, business, and financial occupations	490	19.85%	\$58,250
Computer, engineering, and science occupations	33	1.34%	-
Education, legal, community service, arts, and media occupations	207	8.39%	\$39,417
Healthcare practitioners and technical occupations	199	8.06%	\$26,734
Healthcare support occupations	99	4.01%	\$24,345
Protective service occupations	107	4.34%	\$32,171
Food preparation and serving related occupations	181	7.33%	\$12,393
Building and grounds cleaning and maintenance occupations	92	3.73%	\$14,821
Personal care and service occupations	66	2.67%	\$24,000
Sales and related occupations	229	9.28%	\$26,277.00
Office and administrative support occupations	258	10.45%	\$27,647.00
Farming, fishing, and forestry occupations	0	-	-
Construction and extraction occupations	151	6.12%	\$25,375.00
Installation, maintenance, and repair occupations	32	1.30%	\$31,100.00
Production occupations	114	4.62%	\$28,750
Transportation occupations	152	6.16%	\$29,405
Material moving occupations	58	2.35%	\$16,667
<b>Total</b>	<b>2,468</b>	<b>-</b>	<b>-</b>

Source: U.S. Census Bureau, American Community Survey, 2018.



## PARKS & OPEN SPACE



### OVERVIEW

Parks, open space, and natural resources play a vital role in shaping a community's quality of life. Parks provide opportunities for social activity, physical exercise, and interaction with nature. The City's location along Grand Lake provides a number of recreational opportunities for residents and tourists, strengthens biodiversity, and beautifies the landscape. This chapter provides an overview of Grove's parks, open spaces, and natural resources.

### KEY FINDINGS

- ✓ Neighborhood parks serve neighborhoods and other residential areas of the City and include Rotary Veterans Park.
- ✓ Community parks include larger parks that serve larger geographic areas of the City and provide a variety of indoor and/or outdoor recreation facilities and park experiences and include Rotary Centennial Park, Grove Springs Park, and Grove Disc Golf Course.
- ✓ Regional parks are larger parks that serve regionally and provide a variety of large-scale indoor or outdoor recreation and include Wolf Creek Park & Grove Sports and Recreational Complex.
- ✓ The City's location along Grand Lake and connection to Honey Creek State Park provides a number of unique recreational opportunities for residents and tourist.

# PARKS & RECREATION

## WOLF CREEK RENOVATIONS

Wolf Creek Park completed their third phase of renovations by adding a new pavilion, sidewalks, and stormwater drainage systems.

- Grand River Dam Authority (GRDA) tore out the existing ramps and reconstructed new ramps with the proper slope. They also constructed new concrete parking at the proper elevation to blend with the proper slope of the new ramps.

- New concrete parking was added to the South side of the existing ramp parking area

- The north parking lot on the west side of 16th Street was reconstructed and new asphalt laid along with new striping

\*Source: City of Grove



## TRAILS

Har-Ber Village Nature Trail is 2-miles long and free to the public. It is owned by a private group and not maintained by the City of Grove.

There are no formal trails maintained by the City of Grove.

## HONEY CREEK AT GRAND LAKE STATE PARK

Located on the shore of Grand Lake is Grove's own Honey Creek Area at Grand Lake State Park. The 38-acre park is open year-round, and contains **49 RV sites, 100 tent sites, an outdoor swimming pool, picnic facilities, a dump station, two shelters and four comfort stations with showers.**

Grand Lake is fully stocked with **bass, catfish, bluegill, spoonbill and crappie**, so fishing is a popular activity. Honey Creek Area at Grand Lake State Park offers a **fishing dock and fish cleaning station**, as well as a **lighted boat ramp and dock**. Grand Lake boasts 1,300 miles of shoreline, with more than 60 miles winding through the Ozark Mountains.

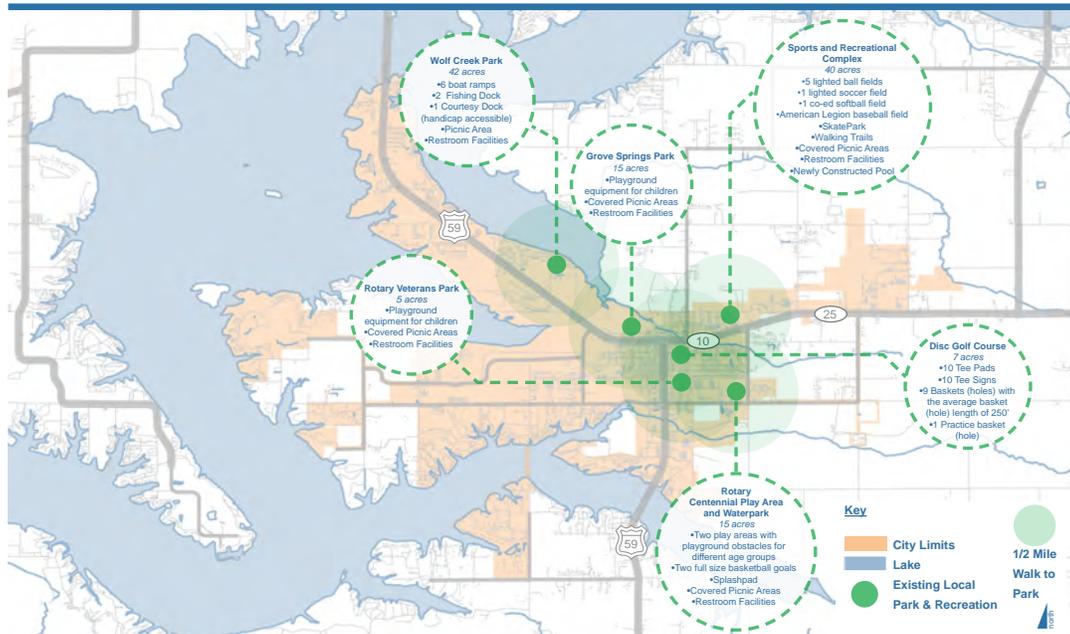
Near Honey Creek Area at Grand Lake State Park in Grove, campers can visit the Har-Ber Shopping Center, and other antique and flea markets downtown. For even more entertainment, the public can take a cruise on the **Cherokee Queen Paddleboat**, take a long stroll through six acres of botanicals at the **Lendonwood Gardens**, or visit **Har-Ber Village**.

The annual **Pelican Festival**, features a parade, live music, carnival rides, a pelican tour, arts and crafts booths, and even a murder mystery dinner at Honey Creek during the month of September.

\*Source: <https://www.travelok.com/state-parks/3617>



## GROVE PARKS & RECREATION MAP



The City's location along Grand Lake and connection to Honey Creek State Park provides a number of unique recreational opportunities for residents and tourist. These include exceptional access to fishing, hiking, and camping. The City's existing park facilities are fairly adequate for the current population; however, future growth will require creative solutions to provide more open space, and improved access to existing open space, as demand for recreational opportunities increases. The current parks can be classified into three different categories: Neighborhood Parks, Community Parks, and Regional Parks.

### NEIGHBORHOOD PARKS

#### *Rotary Veterans Park*

Neighborhood Parks serve neighborhoods and other residential areas of the City. They primarily offer a variety of active or passive recreation opportunities, or a combination of both, in close proximity to residents and employment centers. Areas designated for natural and/or cultural resource protection may also be included within these parks. Additional neighborhood parks would serve the community of Grove better.

### COMMUNITY PARKS

#### *Rotary Centennial Park & Grove Springs Park & Grove Disc Golf Course*

Community Parks include larger parks that serve larger geographic areas of the City and provide a variety of indoor and/or outdoor recreation facilities and park experiences. Portions of these parks may be designated for natural and/or cultural resource protection. Portions of these parks may be designated for natural and/or cultural resource protection.

### REGIONAL PARKS

#### *Wolf Creek Park & Grove Sports and Recreational Complex*

This park classification includes larger parks that serve regionally and provide a variety of large-scale indoor or outdoor recreation facilities, or both, as well as facilities that are unique within the City. Areas designated for natural and/or cultural resource protection may also be included within these parks.

### OPEN SPACE & NATURAL RESOURCES

Grove is surrounded by beautiful land and water. This is unique to an Oklahoma community to have both these assets. Several streams run through Grove's city limits.

The current streams can be a great resource for future trails and dedicated open space. Currently, Grove does not have any dedicated open space.

In January 2019, the Oklahoma Tourism and Recreation Department purchased the Honey Creek Area adjacent to Grand Lake. The newly acquired land is approximately 77 acres in Grove, on the east side of the current Honey Creek Area. Officials with the state tourism department say the land is expected to be used for future expansion and development. The Honey Creek Area is a popular spot for boating and fishing and currently has more than 100 RV tent and campsites. It is one of eight areas of Grand Lake State Park.



# City of Grove Parks & Recreational Areas

## Legend

- City of Grove Parks
- Honey Creek State Park
- Recreational Areas

0 0.5 1 Miles





Grove Lake's 46,500 surface acres of water are ideal for boating, skiing, fishing, swimming and sailing. The lake lies in a southwest to northeast direction and is popular with sailboat enthusiasts wishing to take advantage of the prevailing wind. Grand Lake's normal surface elevation is around 742 ft above sea level. Wildlife & Fish are popular residence to the lake and is home to bass, catfish, crappie, paddlefish, and bluegill. Grand Lake is consistently ranked among the top lakes for bass fishing in the region and is also a haven for migratory waterfowl and other wildlife (GRDA Grand Lake).

Grand Lake is administered by the Grand River Dam Authority (GRDA) and a part of the Pensacola Dam system. The GRDA categorizes the edges of Grand Lake in Grove as the following land uses: deciduous forest land, commercial and services, and residential. The popularity of water-based recreation has resulted in significant economic development around Grand Lake, particularly in real estate,

goods, and services. There are marinas, resorts, and other commercial operations such as campgrounds and restaurants located around the shoreline of Grand Lake (Shoreline Management Plan, 2008).

Grove's vegetation can be categories in a large array: tall grass prairie, white oak-hickory forest, and introduced pastures, with sprinkles of eastern red cedars pulling everything together. Residents and tourists alike are drawn to the natural beauty that surrounds the City of Grove. Its shores and open space offer unique opportunities for play and exploration. As a result, recreation and tourism have become central components of the city's economy. Maintaining its existing parks and open space can help the City of Grove ensure that its distinctive landscape is preserved for future use and enjoyment. By including additional space for parks and recreational activity in future land use plans, the City of Grove can enhance its community and economic development goals and add long-term value for residents.



*Photo by Mandy Campbell*

# TRANSPORTATION & INFRASTRUCTURE



## OVERVIEW

Continuing to improve the transportation system will enhance traffic flow, access management, and safety along roadways. Mobility issues impact quality of life on a daily basis and influence a community's image. In addition, retaining and attracting businesses requires having access to roadways and transportation facilities. As Grove continues to grow, the city will need to continue to expand its transportation system to accommodate new development, enhance connectivity, provide public transit options, and complete sidewalks and trail networks.

## KEY FINDINGS

- ✓ Grove has an auto-oriented transportation system. Most residents are auto-dependent.
- ✓ The most heavily commuted routes are U.S. HWY 59 towards Main Street, State HWY 10 towards Main Street, and U.S. HWY 59/Main Street towards 3rd Street.
- ✓ Main Street and State Highway 65, both commercial hubs, must be designed to support county-wide traffic movements and local access.

## TRANSPORTATION & INFRASTRUCTURE

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Grove is located on U.S. HWY 59 and State HWY 10 and is 15 minutes from the I-44 turnpike. Traffic along U.S. HWY 59 and State HWY 10 in 2015 averaged approximately 13,000 vehicles per day and over 4.7 million vehicles annually.

The most heavily commuted routes and their traffic counts per day are listed below:

Roadway	Traffic Count (Per Day)
U.S. HWY 59 towards Main St.	12,400
State HWY 10 towards Main St.	8,400
U.S. HWY 59/Main St. towards 3rd St.	14,100

Main Street is the commercial hub for the Grove community and the center of activity, as is State Highway 65. These routes must be designed to support both county-wide traffic movements and local access. When reconstruction needs arise, the City should seek to work with ODOT to fully understand how to meet the needs of the community.

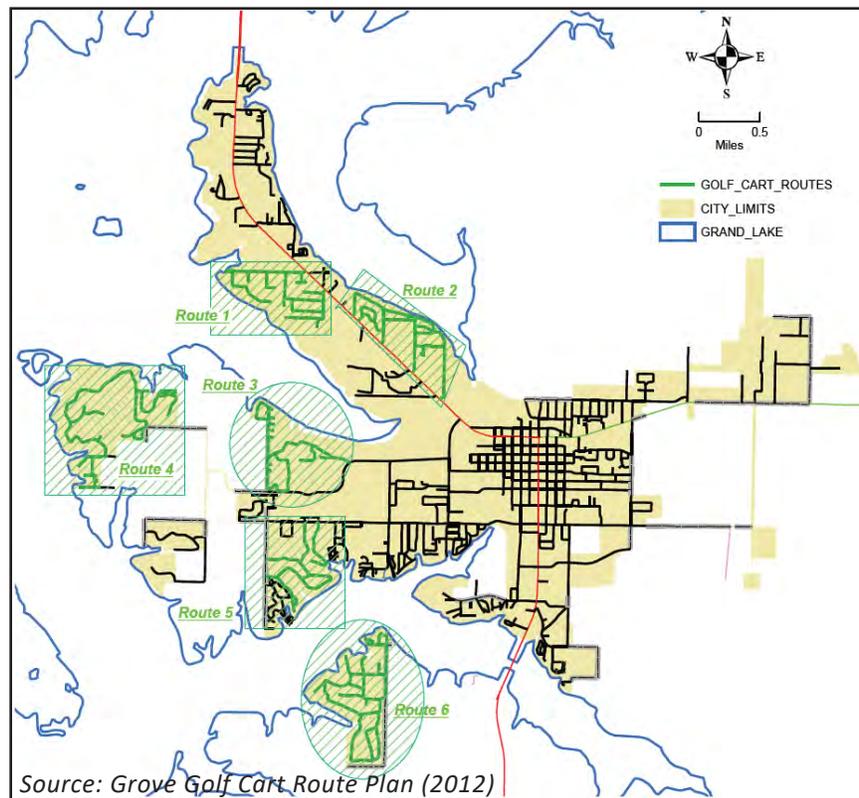
Grove has had a comprehensive Pavement Management Plan since 2015. Several projects have already been completed, and many others are planned up to the year 2022. Prioritization of these projects is crucial to determine the phasing of each road segment's maintenance.

The categorization is based on a pavement condition index ranging from 0 to 100 with subranges as described below:

- ❖ Good Condition (97-71 PCI): these are pavements roadways that are in great condition. No immediate maintenance is required.
- ❖ Routine Maintenance (70-60 PCI): this is the range most municipalities want their roadway PCIs to average to. These are roadways in great condition, yet needing some minor regular maintenance.
- ❖ Rehabilitation Needed (59-0 PCI): these are the roadways that need the most attention. They either need major rehabilitation or complete reconstruction.

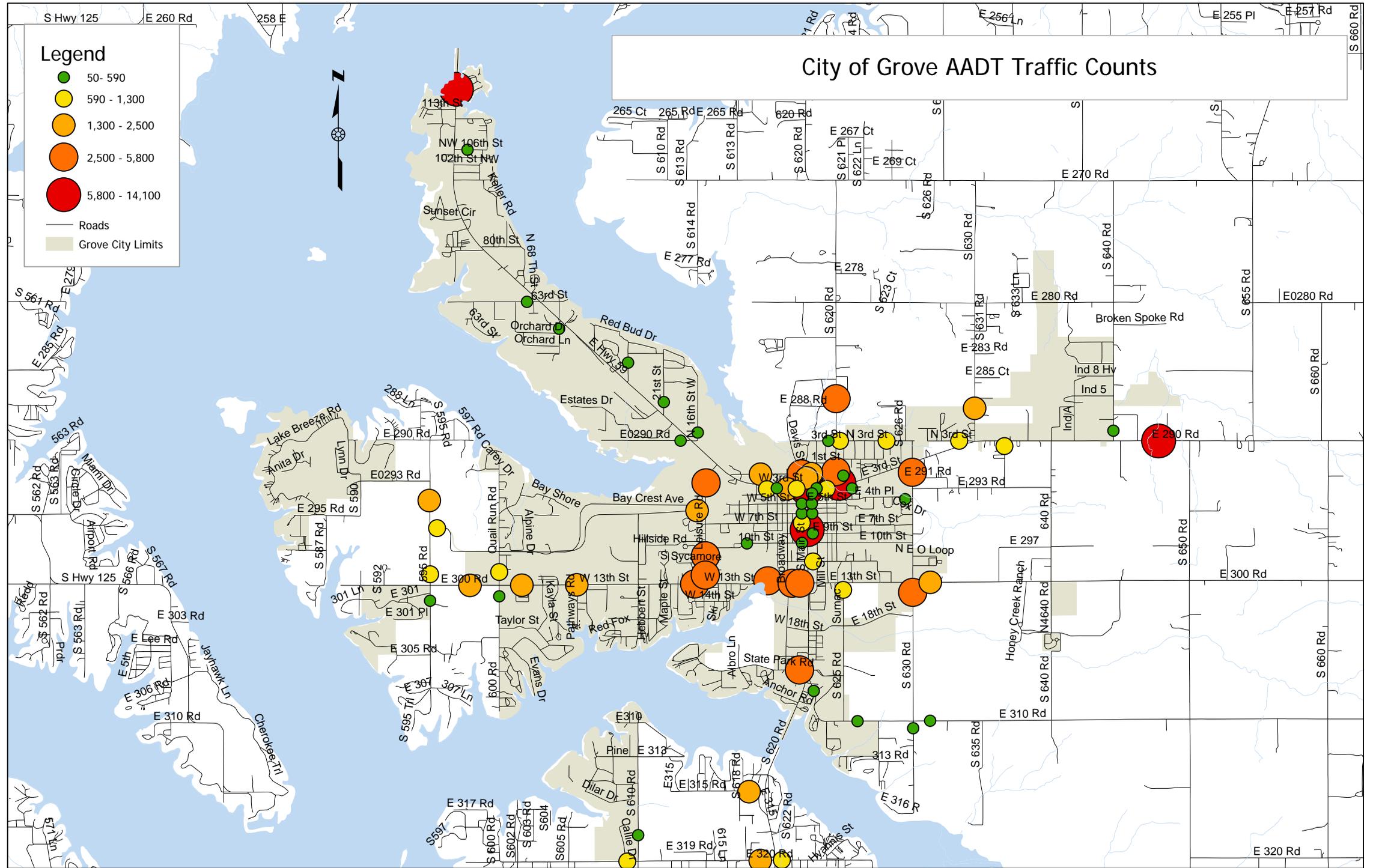
Something unique to the City of Grove is that the City has a Golf Cart Route Plan. This plan was created in 2012. The Golf Cart Routes include six different areas with designated golf cart routes within the city limits of Grove.

The City's current golf cart routes are concentrated in residential areas. Future land use plans could include additional golf cart routes which could link residential areas to Grove's commercial corridors and community facilities. By opening the existing golf cart trails to cyclists and pedestrians, Grove could also help to improve conditions for active transportation within the city and create new recreational opportunities for residents and visitors.



Moving forward it will be important to keep in mind that growth in a city depends foremost on availability of ease of access to its population. To change the movement of an entire city with the purpose of reaching new areas or improving existing hubs, the existing patterns must be integrated with the strategies below:

- ❖ Transportation is critical to connecting neighboring communities and visitors who support economic development. This includes creating smooth transitions between typically stratified urban and rural corridors.
- ❖ Reliever Routes ease unnavigable traffic through main streets that could otherwise support diverse activities for the local community. One option to ease traffic along Main Street would be to designate East O'Daniel Parkway as a bypass route.
- ❖ Active transportation supports healthy, resilient communities and is important for tourism, commuting, and quality of life. Examples include on-road wide shoulders/shared road facilities and recreational trails.
- ❖ Further research on the potential of public transit, including the existing Pelivan Transit and options for carpooling, siting park-and-rides, and electric vehicle charging stations, would introduce new opportunities to diversify transportation and increase access within Grove.



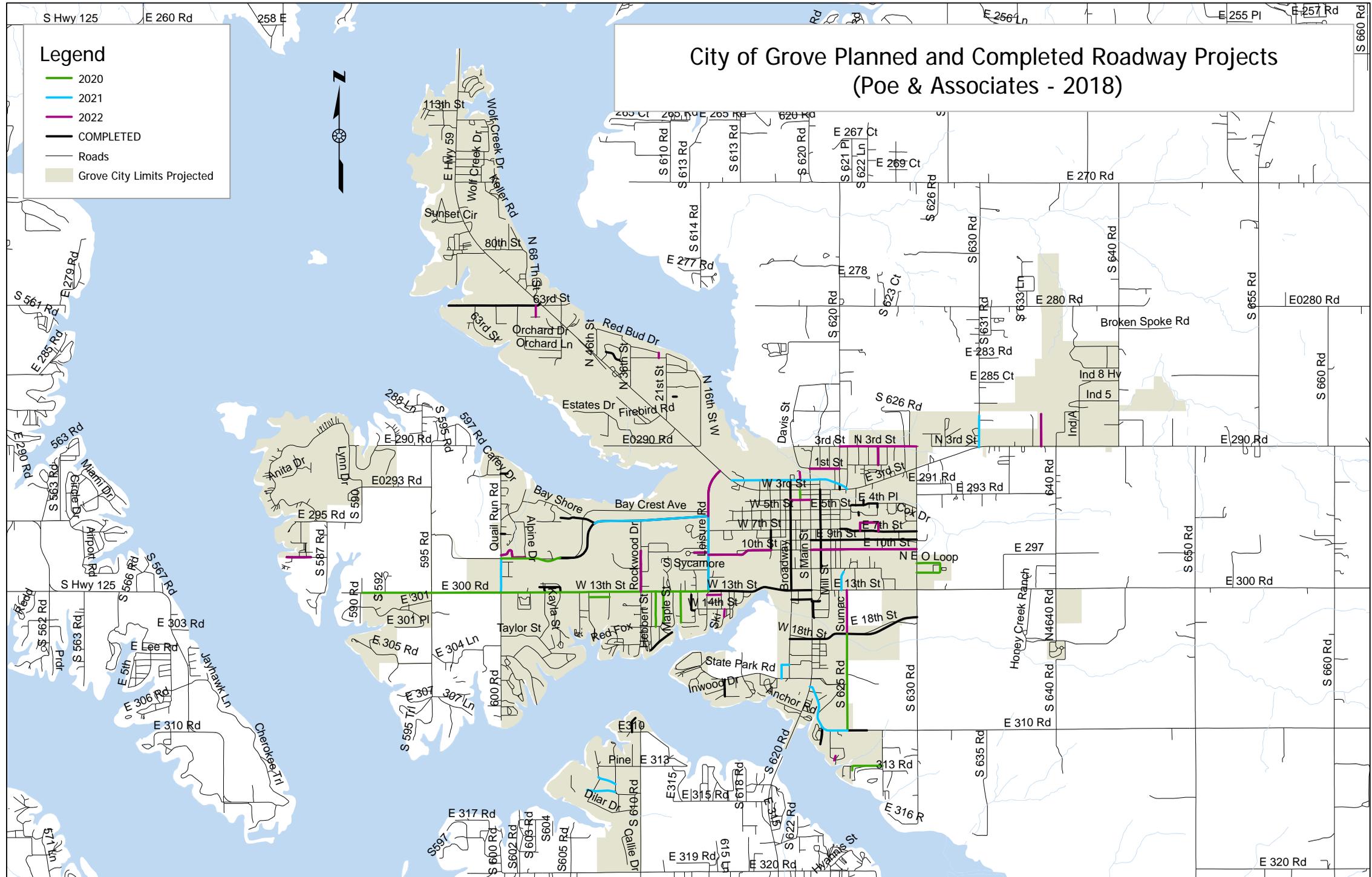
**Legend**

- 50 - 590
- 590 - 1,300
- 1,300 - 2,500
- 2,500 - 5,800
- 5,800 - 14,100
- Roads
- ▭ Grove City Limits

### City of Grove AADT Traffic Counts

Source: AADT







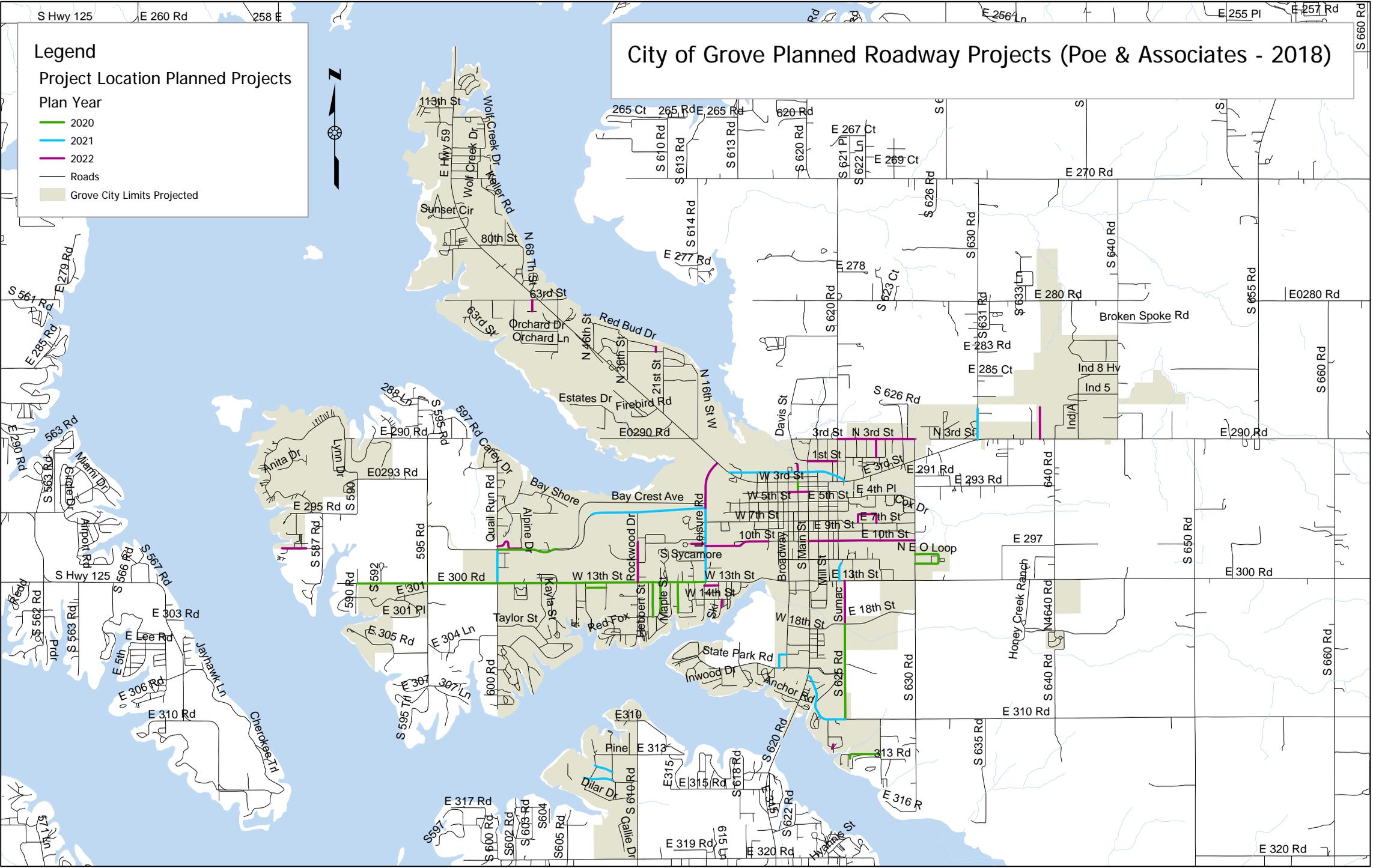
# City of Grove Planned Roadway Projects (Poe & Associates - 2018)

**Legend**

**Project Location Planned Projects**

**Plan Year**

- 2020
- 2021
- 2022
- Roads
- Grove City Limits Projected



Source: Poe & Associates 2018 Pavement Management Plan



# UTILITIES



## OVERVIEW

The adequate provisions of utilities is important for Grove as it strives to maintain a desired level of services for residents and businesses. The reliability of utility services largely determines how the City functions and accommodates future growth. This section discusses the characteristics of public utilities in Grove and provides information on the current state of utility services available in the city and surrounding area.

## KEY FINDINGS

- ✓ The City of Grove is serviced by the Grove Municipal Services Authority (Grove MSA) for water, sewer, and gas utilities.
- ✓ Current utility service in Grove is provided by more than 30 lift stations, 736 manholes, 324 gas valves, and 2 16-inch waterlines, totaling about 35 miles within City Limits, with 1,124 water valves and 33 flush valves.
- ✓ Grove has upgraded its Wastewater Treatment Plant to include a Supervisory Control and Data Acquisition (SCADA) system and process control alarm system, a third sequential batch reactor, two (2) belt filter presses, and a Class A biosolids compost facility.

## UTILITIES

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The City of Grove is serviced by the Grove Municipal Services Authority (GMSA) for water, sewer, and gas utilities. Established in 1957, it continues to serve customers beyond the city limits by supplying gas to the Grove area, as well as water to Afton, Fairland, Jay and Delaware County Rural Water and Gas Districts Numbers 6, 9, and 10. From data provided by the City, service is provided through more than 30 lift stations, 736 manholes, 324 gas valves, and roughly 35 miles of waterlines within City Limits with diameters ranging from 2 to 16-inches that contain 1,124 water valves and 33 flush valves. Note that the gathered spatial data incorporated in this report shows the extent of service in proximity to the city boundary.

Each utility service functions through a network of interconnected pipes, valves, pumps, and other appurtenances which require consistent management to ensure prioritization of maintenance and quick identification of disruptions to service. These systems are documented by the City through GIS software and mapping. However, as shown in the accompanying maps, there are areas with unidentified pipe sizes and imprecise locations of distribution/transmission lines. If routinely kept up to date, GIS data allows future growth to be described graphically to all stakeholders by overlaying all alternatives for land use, zoning, and transportation as well. Accuracy of data is also vital for ensuring sound

financial planning, which goes hand in hand with funding opportunities and increasing the ease with which Grove continues to develop.

Specific to each utilities plan, it is important to identify the type of expected growth. Industrial, commercial, and residential demand all differ in terms of diurnal patterns, amount of on-site storage required, fire flow requirements, and many other rules and regulations. Analyzing existing and comparable land uses of planned growth through GIS or other data compilations increase the accuracy of projected supply and demand and may even help in defining how to extend disaster related risk and mitigation protocols.

In brief, utilities strive to ensure equal access to basic services in tandem with future development opportunities within and beyond the city limits. Therefore, in planning concurrently with all other elements of a comprehensive plan, utility service providers perform capacity and efficiency assessments of both their infrastructure and processes. Past developments that have emerged in Grove through these analyses include upgrading the water treatment plant to include a Supervisory Control and Data Acquisition (SCADA) system and process control alarm system, a third sequential batch reactor, two (2) belt filter presses, and a Class A biosolids compost facility.





# City of Grove Flush Valves, Water Valves and Water Treatment Plant

## Legend

- Roads
- Flush Valves
- Water Valves
- Water Treatment Plant
- ▭ Grove City Limits

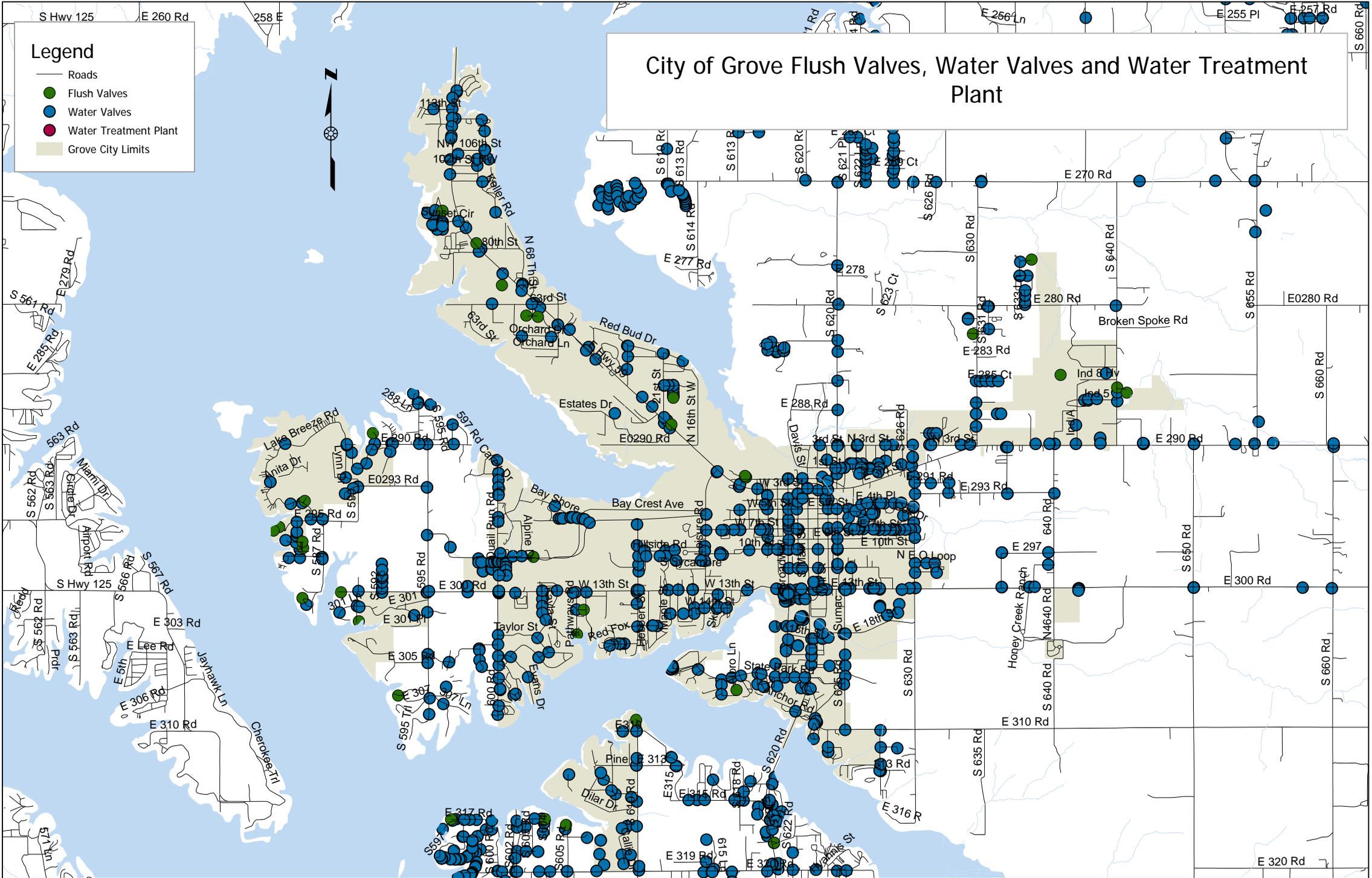






EXHIBIT E

City of Grove, Oklahoma  
Economic Development  
and Tourism Plan





# ECONOMIC DEVELOPMENT & TOURISM PLAN

**grove**  
SAILING INTO THE FUTURE

*Cover Photo by Connie King*



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# EXECUTIVE SUMMARY

To provide the City of Grove an economic development and tourism plan roadmap, IBTS completed a review of available reports and data to develop recommendations for the City to implement through:

- ❖ **Demographic Trend Analysis:** Available demographics were cited and analyzed to identify trends impacting economic development and tourism.
- ❖ **Economic Base Analysis:** Review of economic data was analyzed to determine gaps to be addressed to strengthen economic development and tourism.
- ❖ **Recommendations:** Findings were analyzed to offer actions and tactics for the City to take to enhance economic development and tourism.

In this report, available data is summarized and analyzed into findings to give the City of Grove recommendations that offer solutions to address economic development and tourism. Below is a snapshot of the recommendations:

- ✓ **Fiscal Drivers:** Support activities that have a positive impact on sales-tax generation across the community for the City's fiscal health.
- ✓ **Small Businesses and Proprietors:** Foster supportive conditions and offer valuable resources to help small businesses and proprietors prosper and grow.
- ✓ **Economic Development and Tourism Marketing:** Deliver effective economic development and tourism programs and leverage local and regional partners to build a competitive role and improve local economic health.
- ✓ **Business and Tourism Retention and Expansion:** Address gaps to retain and expand businesses and tourism to create jobs within the City limits.



# INTRODUCTION

The charming City of Grove, Oklahoma is situated on the banks of the beautiful Grand Lake O' the Cherokees (the Lake) and located at the intersection of U.S. Highway 59 and State Highway 10, a 15-minute drive from the I-44 turnpike. It is the largest city in Delaware County and considered the commercial, retail, entertainment, and healthcare center of the trade area and the Lake. More than 35,000 people live within a 13-mile radius or 20-minute drive of the city. The area hosts approximately 1.8 million overnight stays annually for visitors coming to experience the Lake which provides multiple recreational opportunities such as boating, world-class fishing, water sports of all types, and other activities. The Lake provides the perfect backdrop for Grove's attractions, shops, restaurants, and festivals.

With approximately 13,000 vehicles per day and more than 4.7 million vehicles annually traveling along US Highway 59 and State Highway 10, intersecting at the location of the City, Grove has the opportunity to capitalize on enhancing its economic development and tourism growth and retention efforts as it is "Sailing into the Future" and markets "Grow with Grove". The lure of the Lake and the City having Lake frontage and amenities such as Har-Ber Village, Wolf Creek Park and Boating Facility, two golf courses, and many fun outdoor events and activities makes Grove an enviable location for visitors and those seeking a place to live when retiring. More awareness of Grove outside of the greater Oklahoma region and state will increase economic development and tourism and add to its charm and attractiveness.

City leadership understands the need to grow Grove's economy and tourism and worked to develop the Economic Development Strategic Plan (the Plan) for Grove approved by the City Council in January 2019. The Plan was developed based on thorough primary and secondary research, demographic and economic development analysis, and input from stakeholders to determine the targeted sectors and focus areas for Grove to address over the next five (5) years.

In addition to the Plan, the updated Comprehensive Plan will include economic development and tourism recommendations and objectives to retain and grow businesses and industry recognized by the City as important in maintaining its character, heritage, and identity. The Plan identifies the economic sectors Grove desires to target that are interdependent of each other for the City's vibrancy and vitality. The targeted sectors, strategies, and action items identified are reflected in Table 1.

Table 1. Targeted Sectors, Strategies, & Action Items		
Targeted Sectors	Sector Benefits	Strategies and Action Items
<b>Aviation &amp; Aerospace</b>	<ul style="list-style-type: none"> <li>✓ Year-round good paying jobs</li> <li>✓ Builds on cluster of existing similar businesses and industry</li> </ul>	<ul style="list-style-type: none"> <li>❖ Existing Business Expansion: Assist and incentivize to grow and expand</li> <li>❖ Recruit New Businesses: Promote availability of acreage in industrial park for new business and industry investment and creation of jobs</li> </ul>
<b>Travel &amp; Tourism</b>	<ul style="list-style-type: none"> <li>✓ Major direct financial impact</li> <li>✓ Introduces visitors to Grove and the Lake</li> </ul>	<ul style="list-style-type: none"> <li>❖ Attract New Visitors: Expand marketing efforts and amenities to attract visitors to Grove</li> <li>❖ Repeat Visitation: Recruit developers to invest and build lodging within the City</li> </ul>
<b>Retail</b>	<ul style="list-style-type: none"> <li>✓ Meets residents and visitors needs and wants</li> <li>✓ Grows with influx of new residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>❖ Retain Existing Retail: Continue programs to support and promote retail</li> <li>❖ Recruit Gaps in Retail: Attract new retail to fill identified gaps in retail</li> </ul>
<b>Healthcare</b>	<ul style="list-style-type: none"> <li>✓ Plays a major role in attracting retirees and workforce</li> <li>✓ Makes Grove a hub of economic activity</li> </ul>	<ul style="list-style-type: none"> <li>❖ Retain Existing Healthcare Services: Recognize existing healthcare services in marketing and public awareness campaigns</li> <li>❖ Recruit Additional Healthcare Services: Identify healthcare gaps to recruit</li> </ul>
<b>Retirement &amp; Relocation</b>	<ul style="list-style-type: none"> <li>✓ Residents and visitors enjoy a year-round quality of life and place</li> </ul>	<ul style="list-style-type: none"> <li>❖ Attract New Residents: Develop competitive marketing advantage and seek AARC Seal of Community Approval designation</li> </ul>

## INTRODUCTION

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The Plan also identified the following priority focus areas to address:

- ❖ Existing Business Retention & Expansion Efforts
- ❖ New Business & Industry Recruitment Efforts
- ❖ Develop Product for Target Sectors
- ❖ Workforce Development
- ❖ Marketing & Communications
- ❖ Quality of Place
- ❖ Economic Development Partnerships

While this report summarizes some of the information from the Plan, the additional demographic and economic base analysis performed along with findings and recommendations provide the City of Grove with a road-map to identify and develop public-private partnerships to take a collaborative and unified approach working jointly on retention and growth of economic development and tourism. Also included in this report is information on the economic impact of the pandemic with near term and within five (5) year expectations.

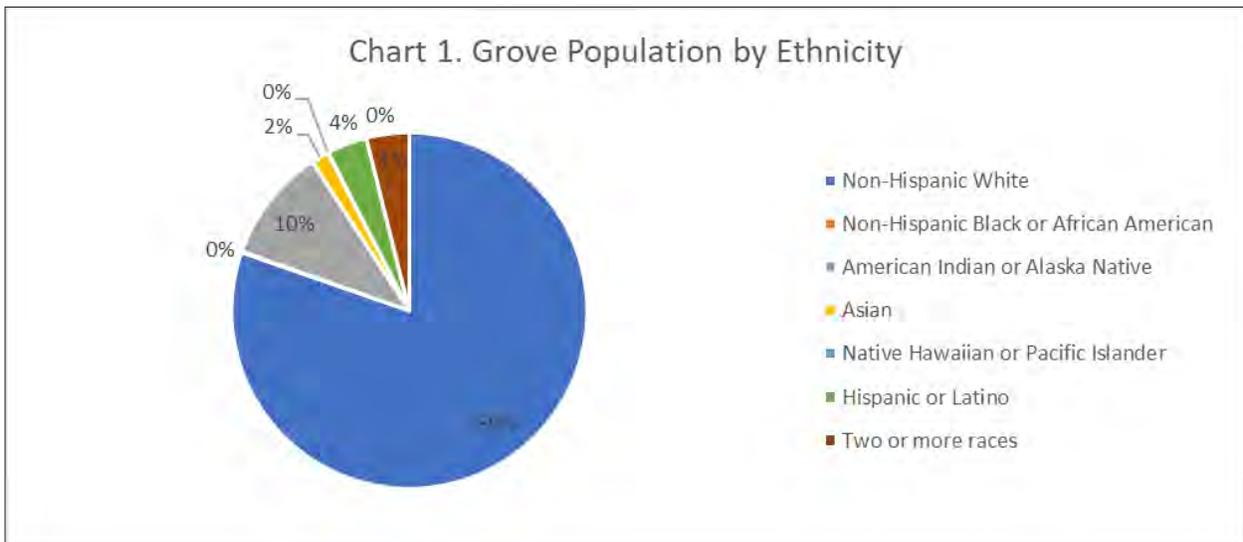


*Photo by Mandy Campbell*

## DEMOGRAPHIC TRENDS ANALYSIS

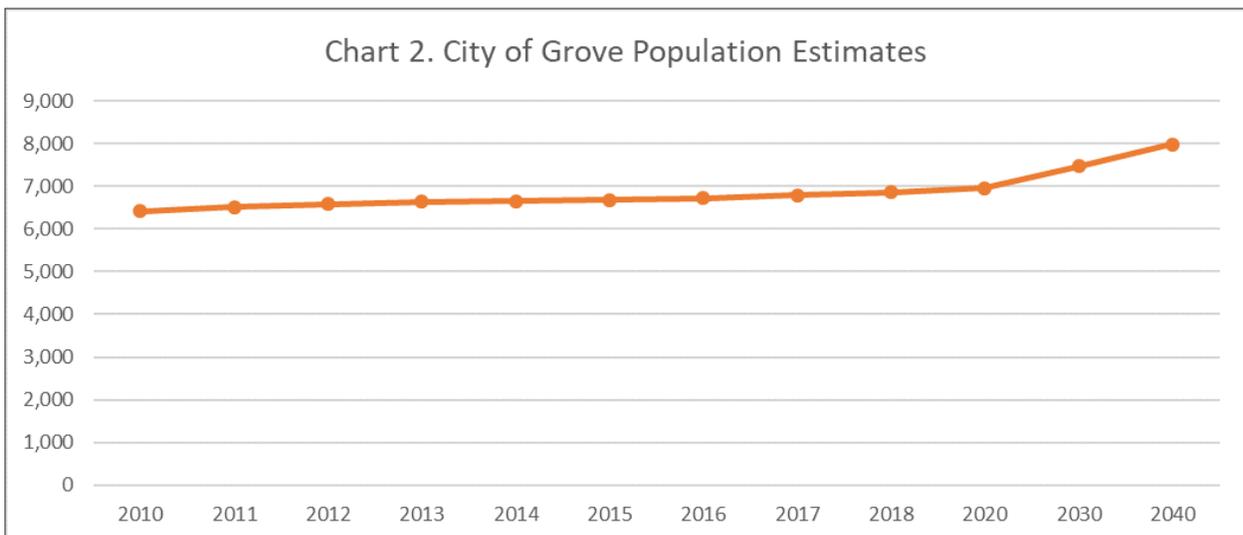
The Delaware County region which includes the City of Grove includes a 13-mile radius with a population of 42,112, 16,574 households, and average household income of \$55,797. Within 30 minutes of Grove, there are approximately 107,000 people, median age of 41.1 years.

According to the American Community Survey 5-year estimates, the population of Grove was 6,862 in 2018, comprising approximately 16.3% of Delaware County's population. The ethnic breakdown per percentage of the City's population is shown in Chart 1 below.



Source: U.S. Census Bureau, American Community Survey, 2018.

The City of Grove population is estimated to increase to approximately 8,000 over the next 20 years as depicted in Chart 2 below.



Source: U.S. Census Bureau, American Community Survey, 2018.

## DEMOGRAPHIC TRENDS

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Population increases during summer months as people seek temporary residence in the Lake area for relaxation and recreation. Key demographic characteristics of Grove from the U.S. Census Bureau American Community Survey 2018 data are as follows:

- ❖ Average median household income of \$41,250;
- ❖ 3,188 total households;
- ❖ Average household size of 2.11 persons (both owner and renter-occupied units);
- ❖ 66.7% owner-occupied housing units, 33.3% renter-occupied housing units;
- ❖ Median age of 54.9 years in comparison with State of Oklahoma median age of 36.4 years;
- ❖ 57.2% of households have one or more people 60 years or over;
- ❖ 1,138 children ages 3 and up enrolled in school; and
- ❖ 13.4% persons below poverty line.

Available HUD Location Affordability Index data shows 2,445 owner-occupied and 1,116 renter-occupied dwellings. The median monthly mortgage is \$1,150. Median monthly gross rent is \$696. While housing is affordable, workforce housing for any increased level of hospitality seasonal employment is not available.

## ECONOMIC BASE ANALYSIS



While tourism is the City of Grove’s major economic driver, people who visit Grove choose it for a vacation home, retirement, or a place to move with family to enjoy the Lake. Residents and visitors have made Grove the commercial center for the Lake. INTEGRIS Grove Hospital and other healthcare-related facilities located in Grove solidify the City’s role as a strong healthcare center for Northeast Oklahoma, Southwest Missouri, and Northwest Arkansas. Grove also is home to a satellite campus for Northeastern Oklahoma A&M College adding a higher education presence. In addition, Grove’s aviation and aerospace industry cluster in manufacturing provides needed good paying, year-round employment. Situated on the Lake and located in Delaware County, Grove is convenient to many large Mid-America markets and has a low cost of living.

Table 4 to the right shows the level of occupational diversity of employment and wages by industry within Grove in 2018.

<b>Table 2. Estimated Employment and Earnings by Occupation in Grove 2018</b>			
<b>Occupation</b>	<b>Estimated Employment</b>	<b>% of Total Employment</b>	<b>Annual Median Earnings</b>
Management, business, and financial occupations	490	19.85%	\$58,250
Computer, engineering, and science occupations	33	1.34%	-
Education, legal, community service, arts, and media occupations	207	8.39%	\$39,417
Healthcare practitioners and technical occupations	199	8.06%	\$26,734
Healthcare support occupations	99	4.01%	\$24,345
Protective service occupations	107	4.34%	\$32,171
Food preparation and serving related occupations	181	7.33%	\$12,393
Building and grounds cleaning and maintenance occupations	92	3.73%	\$14,821
Personal care and service occupations	66	2.67%	\$24,000
Sales and related occupations	229	9.28%	\$26,277.00
Office and administrative support occupations	258	10.45%	\$27,647.00
Farming, fishing, and forestry occupations	0	-	-
Construction and extraction occupations	151	6.12%	\$25,375.00
Installation, maintenance, and repair occupations	32	1.30%	\$31,100.00
Production occupations	114	4.62%	\$28,750
Transportation occupations	152	6.16%	\$29,405
Material moving occupations	58	2.35%	\$16,667
<b>Total</b>	<b>2,468</b>	<b>-</b>	<b>-</b>

Source: U.S. Census Bureau, American Community Survey, 2018.

## ECONOMIC BASE ANALYSIS

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As the retail center of the region, retaining and growing the retail economic base is important to make sure leakage does not occur. Recognized top leakage retail categories include and are not limited to motor vehicle & parts dealers, electronics & appliance stores, sporting goods, hobby, book, & music stores, general merchandise stores, miscellaneous store retailers, clothing and accessories stores, furniture and home furnishings stores, and office supply stores.

Grove also serves as the healthcare center of the region. Higher education in the region provides healthcare programs to facilitate workforce development and training for healthcare occupations. Healthcare is one of the primary services needed for a City to have economic development success.

Reliance on the travel and tourism-related industry is important to Grove and the region. Every dollar spent by a visitor produces \$0.72 of indirect output. Indirect travel and tourism economic output is derived from production of goods and services related to tourism (e.g., food processing, production, and distribution, etc.). Direct travel and tourism economic output comes from food and beverage services, travel accommodations, gasoline, and transportation purchases. The largest annual growth in travel and tourism spending pre-pandemic has been on food and beverage services. Travel accommodations, food and beverage services, and participant sports have shown the biggest increase in tourism, job creation, and economic growth. In 2018, more than 60,000 direct travel and tourism jobs were created. For every 100 jobs supported directly from travel and tourism, an additional 55 jobs are needed to support the industry (Source: Travel & Tourism, U.S. Bureau of Economic Analysis).

As of April 2020, the unemployment rate of the State of Oklahoma is 13.7% with more than 130,000 job losses. This is up from 2.9% unemployment rate in March 2020 due to the pandemic (Source: U.S. Bureau of Labor Statistics). The pandemic has severely impacted job losses in hospitality, retail, and healthcare with a cascading effect reducing consumer confidence and disposable income. Hospitality job losses have impacted lower income occupations and small businesses, making business retention and expansion more important. An elevated level of unemployment is projected for an extended amount of time with the economy not bouncing back as soon as anticipated. The job losses and increased unemployment rate adversely impact the City, making it more difficult to address economic development and tourism.

### MAJOR EMPLOYERS

Per the Grove Area Chamber of Commerce website, the City's major employers are:

- ❖ Simmons Food Inc.
- ❖ Tyson Foods
- ❖ INTEGRIS Grove General Hospital
- ❖ Grove Public School System
- ❖ Wal-Mart Supercenter
- ❖ Indigo Sky Casino
- ❖ River Bend Casino
- ❖ Northeast Oklahoma Electric Cooperative
- ❖ Shangri-La Resort
- ❖ Orizon Aerostructures
- ❖ Cherokee Casino Grove
- ❖ Grand Lake Casino

In addition, there are many small businesses and proprietors located in the City that support the same employment and local income as the major employers. The presence of a diversity of small businesses reduces potential economic volatility associated with relocation and business instability, compared with a local economy composed of a few large employers or retail chain stores. Economic development studies show that local-owned businesses with close ties to community are more likely to expand and recirculate revenue within the local economy. Shoring up local business retention and future growth prospects through a supportive business environment is important to sustain the City's economic health, particularly post-pandemic.

Travel accommodations within Grove are limited. Visitors are drawn to Grand Lake because of the recreational opportunities it provides; however, they are forced to seek accommodations elsewhere due to limited lodging options. Additionally, for those travelers who are seeking unique accommodations, the Grove has more than 30 Airbnb rentals available for booking throughout the year (Source: Airbnb). The Travel Oklahoma website reports 2016 tourism spending in Grove and Delaware County at \$40 million, employing 1,800. Annual festivals such as the American Heritage Music Festival and Toes in Grand Summer Kickoff Festival bring visitors into the City and region. Due to the pandemic, these festivals are canceled for 2020.



## QUALITY OF PLACE AND ECONOMIC DEVELOPMENT

*“The drivers that create emotional bonds between people and their community are consistent in virtually every city and can be reduced to just a few categories. Interestingly, the usual suspects—jobs, the economy, and safety—are not among the top drivers. Rather, people consistently give higher ratings for elements that relate directly to their daily quality of life: an area’s physical beauty, opportunities for socializing, and a community’s openness to all people. Remarkably, communities with the highest levels of attachment have the highest rates of gross domestic product growth.”*

- Gallup-Knight Foundation, Soul of the Community Project

Quality of life and quality of place are key drivers of resident and business location decisions. Cities boasting an authentic character, attractive aesthetics, expansive social offerings, and valued services benefit from associated, enhanced economic vitality. Grove is a City with an established reputation supporting quality of life.

As a result of the pandemic, telework, remote work, and flexible hours is common putting workers and health first. There also is an increased contribution of entrepreneurship and proprietors to economic health, making quality of life more closely attached to economic outcomes. Leveraging and enhancing Grove’s ongoing emphasis on quality of life and place is a fundamental aspect to sustain and improve its economic future.



## FINDINGS

The economic development strategies in the Plan leverage the strengths of the City and set the basis for economic development efforts in the next five (5) years. The Plan does not account for unforeseen situations or disasters such as the pandemic nor its adverse impact to the overall economic well-being of Grove. How the City now and in the future behaves as a community adapting tactics as economic conditions change will show how true Grove is to its values and vision. Decision making based on the City's values and vision is core to Grove's successful recovery from the pandemic and any future issues having adverse economic impact on the economy and tourism.

The demographic trend and economic base analyses performed along with the Plan and other data collection helped to identify gaps in economic development and tourism. The identified gaps show Grove lacks the following:

- ❖ Heritage-based tourism;
- ❖ Retail hubs and corridor centers;
- ❖ Local arts and crafts focus;
- ❖ Supply chain businesses supporting production facilities and tourism;
- ❖ Cottage industries complementing existing and targeted industry sectors;
- ❖ Expo-related year-round recreation showcases;
- ❖ Workforce housing;
- ❖ Downtown residential living and travel accommodations including entertainment, recreation, shopping, and food and beverage venues and amenities;
- ❖ Shovel ready industrial sites;
- ❖ Multi-modal transportation;
- ❖ Public-private partnerships;
- ❖ Master plans for development and redevelopment of vacant and available properties;
- ❖ Mixed-use development;
- ❖ Natural resource center and trails;
- ❖ Unified landscape, business experience, and growth patterns; and
- ❖ Local competitive advantage analysis and marketing.

## FINDINGS

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The major industry sector adversely impacted by the pandemic has been tourism. Communities economically dependent on tourism such as Grove are experiencing employment declines between 20 to 40 % with a return to pre-pandemic employment projected in three (3) to five (5) years (Source: U.S. Bureau of Economic Analysis). Grove's dependency on tourism is anticipated to follow hospitality and tourism trends impacted by the pandemic.

As a result of the pandemic, telework, remote work, and flexible hours is common business practice now to put workers safety and health first. Economic development will be more important over the next two (2) to three (3) with investment in technology talent being important due to the future of telework. Expansion of computer sciences and technology programs in institutions of higher education are needed to re-skill those unemployed for new jobs to create a robust pool of talent. Also, there is a need for workforce development to capitalize on the following industry sectors:

- ❖ Energy;
- ❖ Food processing;
- ❖ Supply chain expansions;
- ❖ Technology;
- ❖ Broadband; and
- ❖ Healthcare and pharmaceutical products manufacturing.

Since travel numbers will not increase quickly, the new reality post-pandemic is how people work, live, and react has changed. Virtual education and living and social interconnectivity to consider risks in any activities is the new normal. It will be the business climate of a City along with public-private partnerships and collaboration with competitors is what will create post-pandemic economic growth and expansion success. Grove has the time to develop an economic development and tourism work program and timetable to implement the Plan and recommendations in this report to address the post-pandemic lessons learned to be more resilient, stronger, and safe.

## RECOMMENDATIONS

As a result of analyses and findings on economic development and tourism, the following four (4) recommendations for the City to take are described below.

### **Recommendation #1—Fiscal Drivers: Support activities that have a positive impact on sales-tax generation across the community for the City’s fiscal health.**

#### **Objective 1: Achieve corridor center shopping experiences.**

- ❖ Encourage expansions of building footprints and parking supply as sought by key owners or anchors in corridor centers, consistent with Grove’s character.
- ❖ Facilitate partnership efforts to recruit and retain tenants from local spending leaking outside the City.
- ❖ Support the efforts of property owners and managers seeking to invest in common area improvements.

#### **Objective 2: Achieve a well-managed and engaging social, dining, and discretionary shopping environment in the Downtown Business District.**

- ❖ Implement transportation and parking plans and strategies to better optimize existing and potential future parking and mobility resources and management.
- ❖ Support and facilitate attraction and retention of high-performing, distinctive regional and independent retail and restaurant, and experience-based use operators complementary to the characteristics of the Downtown Business District and the Lake area.
- ❖ Perform a Business Improvement District (BID) study for redevelopment of existing properties and development of vacant land focused on being business and property-based to improve tourism.
- ❖ Encourage investments that create continuous retail store frontages and pedestrian engagement along each downtown block to incorporate heritage and the Lake (e.g., storefront shadow box program).

#### **Objective 3: Actively track retail and consumer trends and build market and business knowledge among merchants.**

- ❖ Regularly gather information on national and regional retail and consumer trends, and leverage expert networks to understand local implications.
- ❖ Establish communication and education programs on current trends affecting retail merchants, property owners, and property management.

## RECOMMENDATIONS

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**Recommendation #2—Small Businesses and Proprietors: Foster supportive conditions and offer valuable resources to help small businesses and proprietors prosper and grow.**

**Objective 1: Enhance workplace amenities that integrate small businesses and proprietors into the community.**

- ❖ Conduct a feasibility study on coworking space and collaborate with local and regional partners to implement recommendations.
- ❖ Establish an effective network of basic workplace-oriented ancillary support services and facilities that support small business and proprietor operations and preserve neighborhoods.
- ❖ Identify and support a physical resource hub with tools and programs specifically for small businesses and proprietors with opportunities for consumer spending (e.g. use of portion of convention and/or community center).

**Objective 2: Partner to provide resources targeting small businesses and sole proprietors.**

- ❖ Work with local and regional economic development partners to enhance tools and resources, host programs directly in the community, and actively promote available services.
- ❖ Collaborate with local and regional partners and stakeholders to establish peer groups and roundtables around targeted industry sectors.
- ❖ Explore options to participate in regional business-to-business (B2B) platforms for collaboration and sourcing.

**Recommendation #3—Economic Development and Tourism Marketing: Deliver effective economic development and tourism programs and leverage local and regional partners to build a competitive role and improve local economic health.**

**Objective 1: Organize economic development and travel and tourism around a proactive and connected system.**

- ❖ Build strong relationships with local and regional commercial real estate brokers and developers.
- ❖ Expand local business retention and expansion (BRE) efforts into a formal proactive program led by the City. Typical BRE program components are data collection tools, business outreach targets, business visitation schedule, customer relationship management database, and follow-up protocols.

**Objective 2: Target vacant and underutilized properties for economic development and travel and tourism opportunities.**

- ❖ Evaluate ordinances to better facilitate and support experience-based businesses and development of specific land uses that attract consumers and foster targeted industry sectors.
- ❖ Develop a master plan including marketing plan of available sites and properties, including a shovel ready industrial site.

## RECOMMENDATIONS

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### **Objective 3: Raise awareness of Grove among business, employees, and visitor target audiences.**

- ❖ Collaborate with local and regional partners to implement a coordinated overall City marketing strategy covering general messaging, including an upgraded website promoting City services, and “Sailing into Grove” and “Grow with Grove” campaign and updates.
- ❖ Explore options to improve City visibility.

### **Recommendation #4—Business and Tourism Retention and Expansion: Address gaps to retain and expand businesses and tourism to create jobs within the City limits.**

#### **Objective 1: Improve the downtown experience for businesses, residents, and visitors.**

- ❖ Implement the Downtown Master Plan and define short-term priority initiatives.
- ❖ Integrate amenities and events that encourage lingering and gathering to increase visit lengths and stays in the Downtown area.
- ❖ Develop and implement strategies to activate a “local arts and crafts district” integrated into the fabric of the Downtown Business District.
- ❖ Improve walkability and connectivity throughout the Downtown Business District.
- ❖ Create a public-private partnership with GRDA and the Seneca-Cayuga Nation to develop and promote heritage-based tourism and a natural resource interpretative center with trails and mixed-used development, cottage industries, and redevelopment of convention and community centers and Har-Ber Village.
- ❖ Develop options to use available land and any redevelopments for workforce housing, a food hub, boutique market, heritage museum, hunt trucking and fishing guide businesses and facilities, interpretative trails, experience Grove interpretations, and business incubator.

#### **Objective 2: Acknowledge importance of quality of place and augment social offerings and aesthetics in the community.**

- ❖ Develop programs to improve community aesthetics.
- ❖ Integrate community character and quality of life into City core values and documents.
- ❖ Work with partners to build civic and cultural amenities throughout the City.

#### **Objective 3: Increase travel accommodations capacity in the City across appropriate product types.**

- ❖ Identify target visitor audiences to market for overnight trips and gain an understanding of travel accommodations needs.
- ❖ Research locational criteria and formats for various travel accommodations and facilitate dialogue regarding potential site opportunities.
- ❖ Conduct a comprehensive lodging/travel accommodations feasibility study and work with partners to implement recommendations.

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These recommendations serve as a roadmap for the City of Grove to use working in partnership with others. The City may identify additional tactics and actions to further successful economic development and tourism post-pandemic.

- ✓ To implement the recommendations, it is suggested Grove take the following next steps over an 18 to 24-month period:
- ✓ Develop public-private partnerships with businesses, industry, GRDA, the Seneca-Cayuga Nation, resorts, higher education, and major employers.
- ✓ Invest in master planning infrastructure, quality of life, and other improvements to assure Grove’s ability to retain, recruit, and grow businesses and jobs in the Plan targeted industry sectors.
- ✓ Ensure Grove’s current and future employers have the tools and programs to cultivate, attract, and retain talent and workforce.
- ✓ Adopt indicators and metrics to assess economic development and tourism progress.

After Grove takes the suggested next steps, a work program and timeline to perform the recommendations’ objectives are to be developed. Implementation of these recommendations are important to Grove’s future economic vitality and vibrancy.

In conclusion, the City leadership is poised to develop the partnerships, implement this plan and begin the next chapter post-pandemic to retain and attract targeted economic sectors that coincide with the character and identify of Grove.



# EXHIBIT F

City of Grove, Oklahoma  
Community Resilience Assessment  
Framework and Tools (CRAFT) Report





# COMMUNITY RESILIENCE ASSESSMENT FRAMEWORK & TOOLS REPORT

**grove**  
SAILING INTO THE FUTURE

*Cover Photo by Gary Eckert*



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# EXECUTIVE SUMMARY

As part of its Comprehensive Plan process, the City of Grove requested the Community Resilience Assessment Framework and Tools (CRAFT) to perform a baseline assessment of its resilience. The assessment provides Grove with a summary of its social, economic, and government resilience strengths and vulnerabilities along with recommendations to take to improve overall community resilience.

The CRAFT baseline assessment is comprised of three (3) pillars of social resilience, economic resilience, and government resilience. Each pillar has five (5) components with five (5) questions for a total of 25 points or 125 points per pillar. Each question is scored in a range of 1 to 5 with 1 being Low, 3 being Medium, and 5 being High. There is a total of 75 questions for a total of 325 points. After the scoring assessment has been completed, scores and percentages are calculated for results. Then, a thorough analysis of results and City provided data is conducted to determine and summarize resilience strengths and vulnerabilities.

In Grove, the Technical Advisory Committee participated in the CRAFT baseline assessment during a workshop in January 2020. The overall baseline assessment score for Grove is **53%**, 198 out of 370 total points. The City scored highest in the pillar of **Social Resilience**. It scored lowest in the pillar of Government Resilience. The chart below summarizes the results.

CRAFT Resilience Pillar	Total Point Score and Percentage
Social Resilience	78 points - 62%
Economic Resilience	64 points - 51%
Government Resilience	56 points - 47%
<b>Total:</b>	<b>198 points - 53%</b>

From review of the City’s vulnerabilities and strengths as well as analysis of the baseline assessment summary results, it recommended Grove take the following actions to improve overall community resiliency:

- ❖ Update **Emergency Operations Plan** to address best practices, community lifelines, and communications plan.
- ❖ Develop and implement a **Business Engagement Plan** to encourage businesses to invest in community resilience.

The report that follows details CRAFT, the methodology, baseline assessment summary results, and recommendations. Use of the results and implementation of the recommendations will further improve on the City of Grove’s resilience in the near term and future.



## INTRODUCTION

The Community Resilience Assessment Framework and Tools (CRAFT) IBTS developed is used for small cities with less than 100,000 population to assess and strengthen community social, economic, and government resilience. IBTS insights and experiences gained from providing local government solutions and municipal operations in small communities across the U.S. along with its subject matter expertise in the built environment, natural disaster management, and energy and sustainability resulted in CRAFT.

The City of Grove requested IBTS use its CRAFT framework and tools to include in its Comprehensive Plan. Use of CRAFT for Grove results in the City having increase awareness of its existing strengths and vulnerabilities and actionable recommendations for improving overall community resilience. CRAFT identifies Grove’s current resilience status to natural and man-made hazards.

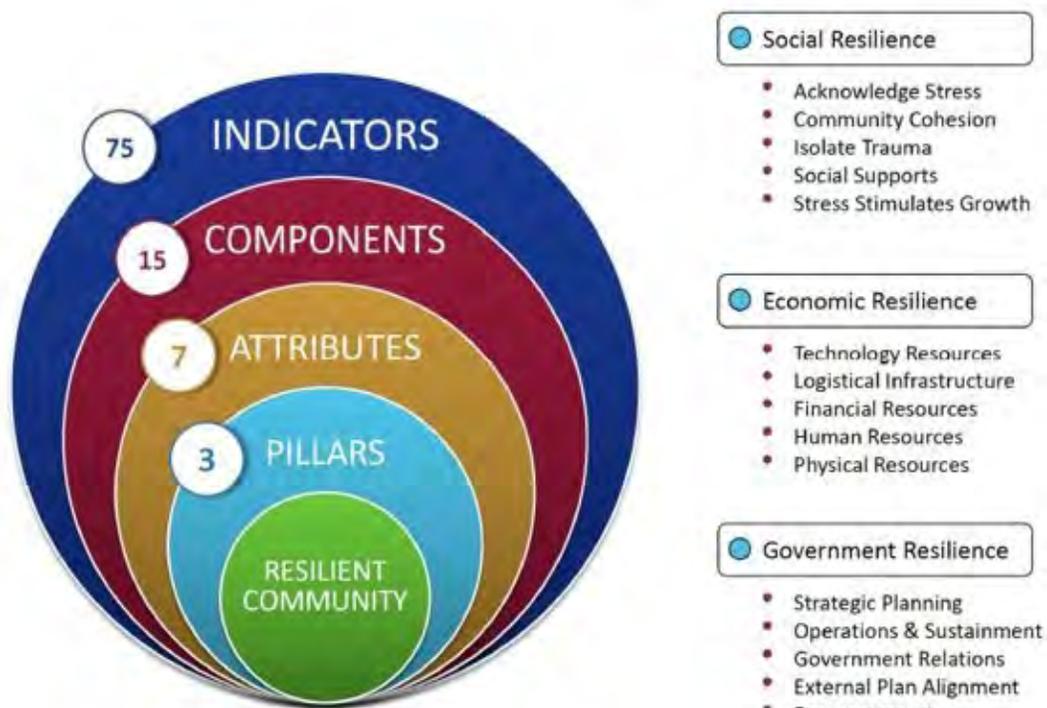
## ASSESSMENT METHODOLOGY

CRAFT is designed to identify specific strengths and vulnerabilities, inform actionable solutions to help municipalities build on their own resources, and make recommendations unique to the communities’ social and environmental fabric around a framework of three (3) pillars:

- Economic Resilience
- Social Resilience
- Government Resilience

Each CRAFT pillar has 15 components with 75 indicators that together make the “ideal” resilient community. Scores are determined by using the 75 indicators with five indicators for each component and with scores between zero (low) and five (high) for each component.

The CRAFT framework model is shown on the following page 4.



## ON-SITE ASSESSMENT

IBTS and the City of Grove held a workshop with the Technical Advisory Committee on January 24, 2020 to discuss the assessment in a roundtable format and receive the baseline indicator scores of the three pillars. Also, to perform the assessment, IBTS analyzed available public data, materials and documentation as well as documents furnished by the City of Grove.

Following the workshop, IBTS analyzed CRAFT indicator scores to summarize baseline assessment results and develop actionable recommendations to make to improve Grove’s overall community resilience. IBTS also considered hazard factors as part of its analysis. Hazards are defined as factors that impact the City’s resilience outside of the City’s control. Identified hazards outside of Grove’s control are:

- ❖ Exposure to extreme weather events including and not limited to severe, straight-line wind, tornadoes, ice storms, extreme heat and flooding can present unpredictable challenges.
- ❖ Potential chemical spills resulting from accidents and incidents occurring at The Lake, on roads and highways, or other modes of transportation.
- ❖ Pandemics that may impede economy and business sustainability.

# BASELINE ASSESSMENT SUMMARY RESULTS

The City of Grove received a resilience baseline assessment score of 53%, receiving 198 out of 370 total points.

The City was strongest in the area of Social Resilience. The highest scores were in Isolate Trauma and Social Supports due to factors such as:

- ❖ Established sense of community;
- ❖ Investments in comprehensive planning; and
- ❖ Tenured city staff in key positions.

Other Grove resilience strengths include:

- ✓ Proximity to City of Tulsa and surrounding states, arterial highways and transportation.
- ✓ Stable major employers and extensive healthcare facilities serving as regional commercial and healthcare hub.

The following table summarizes the overall CRAFT baseline assessment pillar percentage results:

CRAFT Resilience Pillar	Total
Social Resilience	62%
Economic Resilience	51%
Government Resilience	47%
Total:	53%

## SOCIAL RESILIENCE

Grove received a score of 62% earning 78 points out of a total of 125 points in social resilience. Social Resilience is the strongest area. The City scored highest in Isolate Trauma due to the capable and trained human resources available who work with the public to create a sense of community. The two charts below show the social resilience percentage scores and summarize the strengths and vulnerabilities.

Social Resilience	Total
Acknowledge Stress	44%
Community Cohesion	64%
Isolate Trauma	80%
Social Supports	72%
Stress Stimulates Growth	52%
<b>Total:</b>	<b>62%</b>

Social Resilience Strengths	Social Resilience Vulnerabilities
<p><b>Community Education</b></p> <ul style="list-style-type: none"> <li>➤ Grove engages community members through educational initiatives on emergency preparedness.</li> </ul> <p><b>Redundant emergency communication systems &amp; facilities</b></p> <ul style="list-style-type: none"> <li>➤ Reverse 911, use of social media, and 911 centers isolate trauma situations for strong sense of community.</li> </ul>	<p><b>Little education on resilience specifically</b></p> <ul style="list-style-type: none"> <li>➤ City has education on emergency preparedness, but no programs to address resilience and build on citizen and business crisis awareness.</li> </ul> <p><b>Lack of transparency on resilience progress</b></p> <ul style="list-style-type: none"> <li>➤ Grove’s resilience efforts are not apparent through the City’s publications or communications efforts.</li> </ul> <p><b>Specific infrastructure needs not fully addressed</b></p> <ul style="list-style-type: none"> <li>➤ Risks to population in planning for future infrastructure do not include emphasis on resilience planning or regulations.</li> </ul>

## ECONOMIC RESILIENCE

The City received a score of 51% earning 64 points out of 125 total points in economic resilience. Economic resilience is Grove’s second strongest area. The highest score is in Human Resources due to the City’s qualified and committed staff. The following two charts summarize economic resilience percentage scores and strengths and vulnerabilities.

Economic Resilience	Total
Technology Resources	44%
Logistical Infrastructure	52%
Financial Resources	44%
Human Resources	68%
Physical Resources	48%
<b>Total:</b>	<b>51%</b>

Economic Resilience Strengths	Economic Resilience Vulnerabilities
<p><b>Low crime rate and positive impressions of police and fire</b></p> <ul style="list-style-type: none"> <li>➤ Public safety professionals capable and dedicated to working with the community.</li> </ul> <p><b>Emergency preparedness</b></p> <ul style="list-style-type: none"> <li>➤ Experienced and committed city staff, public and private organizations and citizens trained to provide emergency response.</li> <li>➤ Diverse and strong health care system to provide response and recovery service delivery to community.</li> </ul>	<p><b>Diverse and dispersed amenities</b></p> <ul style="list-style-type: none"> <li>➤ While there are amenities to sectors of the community, technology resources are limited and not fully developed to allow for free Wi-Fi, cutting-edge technology, or enhanced cyber security.</li> </ul> <p><b>Little business involvement in resilience initiatives</b></p> <ul style="list-style-type: none"> <li>➤ Programs to encourage business to invest in community resilience do not exist.</li> </ul> <p><b>Resilience needs not included in budget process</b></p> <ul style="list-style-type: none"> <li>➤ Emphasis exists on emergency response and updating existing infrastructure, but not on improved preparedness or infrastructure.</li> </ul> <p><b>No communications plan exists to inform community of physical resources in an emergency</b></p> <ul style="list-style-type: none"> <li>➤ While communications are used, no formal communications plan exists.</li> </ul>

## GOVERNMENT RESILIENCE

Grove received a score of 47% earning 56 points out of 120 total points in government resilience. Government Resilience is the City’s weakest area. Grove scored highest in Strategic Planning and Operations & Sustainment components due to its internal capabilities to develop a vision and plan and implement an annual operational work program and budget. The two tables below summarize the score percentages and strengths and vulnerabilities.

Government Resilience	Total
Strategic Planning	60%
Operations & Sustainment	60%
Government Relations	52%
External Plan Alignment	36%
Empowerment	28%
<b>Total:</b>	<b>47%</b>

Government Resilience Strengths	Government Resilience Vulnerabilities
<p><b>Supplementing internal resources with external organizations</b></p> <ul style="list-style-type: none"> <li>➤ Collaboration with county, regional, national resilience resources.</li> </ul> <p><b>Fallover systems exist</b></p> <ul style="list-style-type: none"> <li>➤ Fallover systems are included in City’s disaster response plan.</li> </ul>	<p><b>Lack of 5-year funding plan for public safety, emergency response, and economic development</b></p> <ul style="list-style-type: none"> <li>➤ Annual plan exists with budget process each year.</li> </ul> <p><b>Community resources not accessed for disaster preparedness</b></p> <ul style="list-style-type: none"> <li>➤ Community engagement and involvement with a wide range of private, public and local government stakeholders in disaster preparedness needed for access and focus on resilience.</li> <li>➤ No emphasis on or plan in place to address community lifelines.</li> </ul>

# RECOMMENDATIONS

The overarching resilience from the CRAFT baseline assessment shows the need for Grove to address its vulnerabilities by utilizing its strengths. Its vulnerabilities of little systemic or systemic address are:

- ❖ Shock events, including unexpected or predicated emergency weather and financial situations.
- ❖ Near and long term social, economic and governance implications in the areas of financial and community development planning.

Grove's peerless strength in the region is due in part to its budget and fiscal responsibility that enables a confident and capable approach to current and future stability. In addition, the tenure of key City employees supports Grove's effort to overcome its vulnerabilities, utilize its strengths, and improve its overall community resilience.

From review of the City's vulnerabilities and strengths as well as analysis of the CRAFT baseline assessment summary results, IBTS recommends Grove to take the following actions:

- ❖ Update **Emergency Operations Plan** to:
  - ✓ Reflect existing best practices (such as training, exercises, and critical infrastructure protections).
  - ✓ Enhance operations (for both the private and government sectors) explicitly focusing on community lifelines.
  - ✓ Integrate resilience and safety into local ordinances.
  - ✓ Assess risks regarding potential and disproportionate effects to address crisis awareness.
  - ✓ Ensure a community communications plan is developed to include during and after-event communication methods.
- ❖ Develop and implement a **Business Engagement Plan** to encourage businesses to invest in community resilience to:
  - ✓ Create incubators and thought leadership forums.
  - ✓ Co-identify existing and future public/private partnership opportunities.
  - ✓ Be transparent with resilience efforts to build awareness and compel continued progress.

Actions on these recommendations will build community awareness for Grove to improve on its current resilience efforts and further sustain and be more resilient in the future.

# SOCIAL RESILIENCE CRAFT QUESTIONS

Social Resilience: Acknowledge Stress		
Indicator	Criteria	Score
Are there commemorations and/or memorials to preserve the memory of the impact of past crises?	<p><b>1 (Low)</b> There was a memorial installed or a ceremony held on the first anniversary of a past crisis. At least some national events such as July 4th are celebrated, as no local crisis may have occurred in the past.</p> <p><b>3 (Medium)</b> The event occasionally has articles in the news or other similar references drawing public attention.</p> <p><b>5 (High)</b> There are periodic ceremonies held that may include community and political dignitaries held at libraries and schools. There is a separate free standing memorial area dedicated to the memory of the crisis with specific literature, periodic news articles, museum or other types of memorial.</p>	1
Are there efforts to raise awareness of citizens and businesses that aim to reduce the likelihood of a crisis impacting themselves or the community?	<p><b>1 (Low)</b> Meeting(s) held discussing that grants could be applied for.</p> <p><b>3 (Medium)</b> Grants are applied for, but not followed up on, won or otherwise implemented fully.</p> <p><b>5 (High)</b> At least one grant has been applied for and closely followed, preferably multiple grants including some implemented</p>	1
Is there a public awareness campaign on citizen safety and emergency preparedness such as marking shelters and evacuation routes or suggesting household readiness tips?	<p><b>1 (Low)</b> There are signs at some public buildings related to emergency response such as shelters.</p> <p><b>3 (Medium)</b> There are signs for shelters, supplies, evacuation routes and information available through libraries and community organizations or schools.</p> <p><b>5 (High)</b> There are community exercises periodically to inform and practice responses.</p>	3
Are there programs to communicate the interconnectedness and benefits of ecosystems?	<p><b>1 (Low)</b> Signs along a nature trail.</p> <p><b>3 (Medium)</b> Multiple outdoor markers over multiple sites, calculations of costs avoided, collateral benefits to communities that are publicly relayed.</p> <p><b>5 (High)</b> Demonstration sites or museums or parks and recreation centers with exhibits, signage, training and events.</p>	3
Are there programs to communicate the benefits, importance and relevance of resilience to the public?	<p><b>1 (Low)</b> Creation of cases that are shared within city government and to city's direct partners. Occasional newsletter article in government publications</p> <p><b>3 (Medium)</b> Exhibits at fairs, website information updated frequently.</p> <p><b>5 (High)</b> Programs or displays in public places, such as libraries, museums or parks, that highlight examples from across the world of how resilience efforts have created positive impacts</p>	3

## Social Resilience: Community Cohesion

Indicator	Criteria	Score
Is compliance with current regulations such as those related to resilience, buildings and others feasible in low-income areas?	<p><b>1 (Low)</b> Socio-economic impacts were considered during the development of regulations.</p> <p><b>3 (Medium)</b> Programs to support rehabilitation and other efforts exist.</p> <p><b>5 (High)</b> Funding sources for grants and other programs exist, active requirements among developers related to these areas needing support are in place.</p>	5
Are there plans, including explicit actors, to ensure compliance with safety standards and to maintain the physical integrity of schools, health facilities and other public buildings or facilities?	<p><b>1 (Low)</b> Buildings are built to normal code standards.</p> <p><b>3 (Medium)</b> Critical assets are catalogued and codes are modified to account for known hazards, and must be met by new buildings.</p> <p><b>5 (High)</b> New construction and existing buildings are retrofitted to withstand hazards.</p>	4
Have special programs been developed to protect historic buildings and cultural heritage?	<p><b>1 (Low)</b> Programs exist but are rarely utilized or only for partial efforts such as electric or fire suppression, but not humidity or physical hazards.</p> <p><b>3 (Medium)</b> Programs exist and are utilized for a few key buildings to aide in their preservation such as upgrades to utilities, fire suppression and physical hazards. Community is engaged in activities celebrating community's history and heritage, such as festivals or parades.</p> <p><b>5 (High)</b> Active use of programs, plaques or other markers to show program to public. Public actively engaged in program/aware of markers. Funding for protection exists and used to strengthen and support buildings</p>	1
Have vulnerability data on schools, health facilities and other public buildings or facilities been included in risk assessments and made available to the citizens?	<p><b>1 (Low)</b> Vulnerability assessment is completed.</p> <p><b>3 (Medium)</b> Assessments completed, results collected and evaluated, and shared with community and stakeholders in a comprehensive manner.</p> <p><b>5 (High)</b> Public meetings held discussing the results and possible responses.</p>	3
Are there methods of communications established that can be maintained during and after a crisis that are usable both by public officials and private citizens?	<p><b>1 (Low)</b> Social media accounts, a reverse 911 system and a call center function during and after a crisis, but are not tested regularly or used to communicate with citizens during non-crisis events.</p> <p><b>3 (Medium)</b> Social media accounts, a reverse 911 system and a call center function during and after a crisis, are tested regularly and social media accounts are used to communicate information with citizens regularly.</p> <p><b>5 (High)</b> Social media accounts, a reverse 911 system and a call center function during and after a crisis, and are tested frequently. Social media accounts actively engage citizens on a regular basis. Citizens know where to look for information in a crisis.</p>	3

## Social Resilience: Isolate Trauma

Indicator	Criteria	Score
Is there a process for assessing availability and accessibility of emergency goods and services of existing schools, health facilities and other public buildings during a short-term crisis?	<p><b>1 (Low)</b> Assessment has been completed and includes goods and services in addition to structures.</p> <p><b>3 (Medium)</b> Assessment is updated, ensures that goods have a shelf life and identifies what needs to be restocked.</p> <p><b>5 (High)</b> Assessment mitigation actions are addressed and periodically updated.</p>	3
Are new and existing physical assets, such as hospitals, shelters, community centers, schools and public facilities, geographically dispersed to create redundancy and ensure availability during a stress or trauma?	<p><b>1 (Low)</b> Physical assets exist and are assessed, deficiencies are known.</p> <p><b>3 (Medium)</b> New assets consider these concerns, and are part of the decision making criteria for new projects.</p> <p><b>5 (High)</b> Physical assets have been rebuilt to address and respond to issues related to dispersion, multiple threats and potential to relieve redundancy concerns.</p>	3
Are personnel capabilities dispersed throughout the community such as fire, police, and EMS?	<p><b>1 (Low)</b> Personnel capabilities are somewhat dispersed throughout the community, but clustered in population dense areas.</p> <p><b>3 (Medium)</b> Personnel capabilities are dispersed throughout the community and can reach all urban, suburban and rural areas of the community.</p> <p><b>5 (High)</b> Personnel capabilities are dispersed throughout the community and redundant in number to reach all areas and ensure staffing capabilities during a crisis.</p>	5
Have risks/hazards been assessed regarding potential disproportionate effects on a subset of the community such as elderly, lower-class or minority ethnicities.	<p><b>1 (Low)</b> Risks/hazards have been assessed but no action has been taken to reduce the impact on populations identified as high-risk.</p> <p><b>3 (Medium)</b> Risks/hazards have been assessed and a plan is in place to ensure no population subset is impacted disproportionately.</p> <p><b>5 (High)</b> Risks/hazards have been assessed and actions have already been taken to ensure no population subset is impacted disproportionately.</p>	4
Is the community functioning with shared expectations, values and rewards, or are neighborhoods strongly separated due to social or economic factors?	<p><b>1 (Low)</b> Neighborhoods are functioning with shared expectations, values and rewards, but neighborhoods are siloed.</p> <p><b>3 (Medium)</b> Community functions with shared expectations, values and rewards, but does not actively engage citizens in building a sense of community through inclusive community events and activities.</p> <p><b>5 (High)</b> Community functions with shared expectations, values and rewards and holds events and meetings that celebrate and bolster an inclusive sense of community.</p>	5

## Social Resilience: Social Supports

Indicator	Criteria	Score
Is there a process and programs for encouraging communities to learn and participate in risk reduction?	<p><b>1 (Low)</b> Processes and programs exist and education events are regularly held, but engage few citizens.</p> <p><b>3 (Medium)</b> Processes and programs exist, education events are held regularly, and a wide range of participants are actively engaged.</p> <p><b>5 (High)</b> Processes and programs exist, education events are held regularly, and a wide range of participants are actively engaged. Local government or other organization provides assistance to help citizens take risk reduction measures in their own lives.</p>	3
Are social organizations involved in the government emergency preparedness processes, resilience planning and overall government stewardship of environmental and community sustainability?	<p><b>1 (Low)</b> Social organizations attend public forums to provide input into government emergency preparedness processes and resilience &amp; sustainability planning.</p> <p><b>3 (Medium)</b> Social organizations representing most segments of the community are involved in emergency preparedness processes, planning and sustainability efforts through voicing opinions at public meetings, attending government-run events, holding organization-wide events to promote these issues, etc.</p> <p><b>5 (High)</b> Social organizations representing all segments of the community are involved in government emergency preparedness and planning processes, in addition to sustainability efforts as members of steering committees and boards, volunteers, public meeting attendees, etc. Social organizations actively shape and promote carrying out these policies and processes.</p>	4
Is there a diverse network of community and volunteer organizations that create space for, and cohesion among, citizens of different racial, social, religious, political and economic sectors?	<p><b>1 (Low)</b> A diverse network of community and volunteer organizations exist but are not widely dispersed geographically throughout the community; some sectors still lack a strong network.</p> <p><b>3 (Medium)</b> A diverse network of community and volunteer organizations exist to provide space for major and most niche social groups. Organizations sometimes engage with one another, hold regular public events and are geographically dispersed throughout the community.</p> <p><b>5 (High)</b> A diverse network of community and volunteer organizations exist to provide space for nearly all major and niche social groups. Organizations actively engage with one another, hold frequent public events and are geographically dispersed throughout the community.</p>	3
Are the key social networks for a community, such as schools, religious institutions, media, fraternal organizations, recreation organizations and others, identified so that they can assist with reacting and responding to a crisis?	<p><b>1 (Low)</b> Key social networks exist, are identified and have internal crisis response plans.</p> <p><b>3 (Medium)</b> Key social networks exist, are identified and have internal crisis response plans that have been shared and vetted with social networks and the municipal government.</p> <p><b>5 (High)</b> Key social networks exist, are identified, have shared and vetted internal plans cross-organizationally and with the municipal government, have practiced their plans, and are assigned roles and responsibilities if needed in the locality's emergency operations plan.</p>	5
Is there an action plan for evacuation or continued functioning of health facilities and senior care centers?	<p><b>1 (Low)</b> Individual health facilities and senior care centers have evacuation plans and emergency operations plans.</p> <p><b>3 (Medium)</b> Individual health facilities and senior care centers have evacuation plans and continuation of operations plans that are shared with emergency management and practiced regularly.</p> <p><b>5 (High)</b> Individual health facilities and senior care centers have evacuation plans and continuation of operations plans that are shared with emergency management and practiced regularly. A backup plan with neighboring facilities exist in case needs exceed capacity during a crisis.</p>	3

## Social Resilience: Stress Stimulates Growth

Indicator	Criteria	Score
Are data from past crises collected, analyzed and used for learning opportunities, and made publicly available?	<p><b>1 (Low)</b> Stakeholders exercise formal lessons learned activities and produce a formal after action report for internal use.</p> <p><b>3 (Medium)</b> Stakeholders exercise formal lessons learned activities and produce a formal after action report that is made publicly available.</p> <p><b>5 (High)</b> Stakeholders exercise formal lessons learned activities and produce a formal after action report that is made publicly available. Forums or public hearings are held to gain community input on successes and areas for improvement.</p>	1
Has there been demonstrated change to the built environment due to past crises such as new building codes or relocation of housing?	<p><b>1 (Low)</b> A plan for implementing new building codes or relocating housing exists but has not been put into action.</p> <p><b>3 (Medium)</b> New building codes and flood zone requirements have been implemented and are applied to new construction.</p> <p><b>5 (High)</b> New building codes and specific requirements such flood zone control are applied to new construction, and existing structures are being retrofitted to meet new requirements.</p>	3
Have community development or growth plans been updated or amended to reflect new priorities or concerns due to hazards?	<p><b>1 (Low)</b> Development plans have been proposed to be updated including at least some in response to a past hazard or crisis. Revisions are likely to be accepted by the community.</p> <p><b>3 (Medium)</b> Development plans consider past crises, future crises and have been accepted for updates/revisions.</p> <p><b>5 (High)</b> Development plans consider past crises, future crises and provide a complete look at how systems may change, impacting the likelihood of a newly increased or emerging crisis. The plan is accepted, followed and enforced.</p>	1
Have individuals or communities changed their behavior to potentially adapt to new threats?	<p><b>1 (Low)</b> Educational campaigns are launched to inform community when new threats are identified or imminent.</p> <p><b>3 (Medium)</b> Community preparedness events and educational campaigns are held before a threat is expected, after a threat occurs and when a new threat is identified.</p> <p><b>5 (High)</b> Residents are aware and educated of all potential threats to the community and public awareness campaigns and training opportunities are available to help residents prepare.</p>	5
As communities rebuild infrastructure due to past crises, are they modernizing and responding to potential new hazards or alleviating threats from existing hazards?	<p><b>1 (Low)</b> Government examines infrastructure failures and successes in past crises to develop areas for improvement in responding to potential new hazards.</p> <p><b>3 (Medium)</b> Assessment of infrastructure failures and successes in past crises is performed to develop areas for improvement in responding to similar hazards. Rehabilitation is planned for structures damaged in previous crises to ensure they withstand hazards and future crises.</p> <p><b>5 (High)</b> Formal assessment of infrastructure failures and successes in past crises is performed to develop areas for improvement in responding to similar and potential new hazards. Rehabilitation is planned for all existing structures to ensure they withstand hazards and future crises.</p>	3

# ECONOMIC RESILIENCE CRAFT QUESTIONS

Economic Resilience: Technology Resources		
Indicator	Criteria	Score
Has the local government assigned resources to develop toolkits and standard operating procedures for post-crisis and recovery activities?	<p><b>1 (Low)</b> Resources are assigned but no toolkits or SOPs have been developed.</p> <p><b>3 (Medium)</b> Resources are assigned, some toolkits and SOPs have been developed, such as for debris removal, sheltering procedures and recordkeeping after a natural disaster.</p> <p><b>5 (High)</b> Resources are assigned, toolkits and SOPs have been fully vetted and are maintained through regular updates and training exercises.</p>	1
Can production sector (e.g., agriculture, mining, commerce, tourism) and the scientific and technical community input data and access data from a community-wide GIS database?	<p><b>1 (Low)</b> Production sector and the scientific and technical community have the ability to access and input data from a community-wide GIS database, but few individuals/organizations are engaged.</p> <p><b>3 (Medium)</b> A large portion of the production sector and the scientific and technical community actively access and input data from a community-wide GIS database.</p> <p><b>5 (High)</b> A large portion of the production sector and the scientific and technical community actively access and input data from a community-wide GIS database and are using data to make informed decisions that increase resilience in the industry.</p>	1
Are broadband internet and mobile phones available to all citizens, in addition to other quickly evolving technology assets?	<p><b>1 (Low)</b> Broadband internet and mobile phones are available to all citizens in public spaces, such as libraries, city hall and schools.</p> <p><b>3 (Medium)</b> Low-income and other vulnerable populations have access to broadband, mobile phones and other quickly evolving technology assets in their homes. Broadband speeds are above the national average, enabling community to access quickly evolving technology assets.</p> <p><b>5 (High)</b> The community offers free, public-access wi-fi to all residents. Broadband speeds are above the national and state average, enabling community to access quickly evolving technology assets. Community assets are interconnected enabling smart city type applications and decision making</p>	3
Are there incentive programs to develop or attract new businesses such as those in the technology field?	<p><b>1 (Low)</b> There are incentive programs targeted to new or emerging technology companies.</p> <p><b>3 (Medium)</b> Incentive programs are broad-based, including business development incubators, worker retraining, tax or other financial incentives. Active attendance through trade shows, exchange programs and sister city programs also exist to grow businesses</p> <p><b>5 (High)</b> Incentive programs have resulted in a measurable impact on the community such as new business startups, retention of workers and job growth through business expansion or new businesses.</p>	3
Is there an early warning and alert system in place and tested for emergency events such those related to weather or acts of terror?	<p><b>1 (Low)</b> An early warning and alert system exists, and is tested periodically.</p> <p><b>3 (Medium)</b> Early warning and alert systems exist, are tested at least monthly, and reach most members of the community. Citizens are educated on what different alerts mean and where to look for alerts.</p> <p><b>5 (High)</b> Community participates and cooperates with government programs to notify citizens of threats and emerging threats through Department of Homeland Security programs such as the Private Sector Preparedness Program (PS-Prep), National Terrorism Advisory System (NTAS), or others.</p>	3

## Economic Resilience: Logistical Infrastructure

Indicator	Criteria	Score
<p>Is there a capital project budget for risk reduction measures to increase the resilience of infrastructure, such as sewer systems, highways and public parks and recreation spaces?</p>	<p><b>1 (Low)</b> The current fiscal budget includes risk reduction measures to increase the resilience of outdated infrastructure. Some specific improvements have been identified but not yet funded.</p> <p><b>3 (Medium)</b> Budget allocates funding for a five-year plan to increase resilience of outdated infrastructure.</p> <p>Specific improvements to reduce risk, such as levees, storm drainage updates and increased police presence at public parks after dark, have been identified and funded.</p> <p><b>5 (High)</b> Budget allocates funding for a five-year plan to increase resilience of existing infrastructure and build new, resilient infrastructure. Specific improvements to reduce risk, such as levees, storm drainage updates and increased police presence at public parks after dark, have been identified, funded and some have been implemented</p>	<p>3</p>
<p>Are resilience needs and considerations part of the normal budget evaluation process for operations and maintenance, separate from specific capital projects?</p>	<p><b>1 (Low)</b> Businesses and governments have identified need for operations changes and continued maintenance to respond to threats such as rising sea waters, drought, and increased security due to man made threats.</p> <p><b>3 (Medium)</b> Business or government entities have begun to fund and make operational and maintenance changes to their infrastructure to ensure continued use and access before, during and after a crisis.</p> <p><b>5 (High)</b> Business and government entities are both taking steps to ensure continued operational resiliency, ranging from redundant systems and stores to continued maintenance of infrastructure, in order to pro-actively anticipate and mitigate potential hazards.</p>	<p>3</p>
<p>Is the business community involved in the government's processes, including urban planning, to create connective corridors and more accessibility to local business and retail.</p>	<p><b>1 (Low)</b> Business community informally provides input to local government's urban planning initiatives.</p> <p><b>3 (Medium)</b> Members of the business community attend public forums, council meetings and other civic engagement opportunities organized by the local government.</p> <p><b>5 (High)</b> Business community is formally involved in urban planning processes, providing input through public forums, surveys to assess business needs, serving on steering committees and establishing business improvement districts.</p>	<p>1</p>
<p>Does a communications plan exist to inform the community of the location of physical resources before, during and after an emergency?</p>	<p><b>1 (Low)</b> At least one form of communication, such as a social media or news media campaign or reverse 911 system, is available before, during and after disasters to notify residents.</p> <p><b>3 (Medium)</b> Multiple forms of communication, such as social media platforms and a reverse 911 system are available before, during and after disasters.</p> <p>Messages are sent regularly before disasters to inform residents where resources will be located during a disaster.</p> <p><b>5 (High)</b> Multiple forms of communication, such as a social media platform and a reverse 911 system are available before, during and after disasters. A formal preparedness campaign exists to communicate with residents frequently about resource location and where to look for updates during an emergency.</p>	<p>3</p>
<p>Is there convenient and affordable access to transportation networks such as for air, rail, ride sharing platforms and barge transport of goods?</p>	<p><b>1 (Low)</b> Multiple forms of transportation exist within the community for transport of goods.</p> <p><b>3 (Medium)</b> Community and its business district have convenient and safe access to interstate transport modes.</p> <p><b>5 (High)</b> Community is on several primary transportation lines for rail, interstate highway, river/sea and major airport. Transfer stations exist to facilitate multi-modal transport.</p>	<p>3</p>

## Economic Resilience: Financial Resources

Indicator	Criteria	Score
Is there a formal process for identifying and prioritizing economic vulnerabilities?	<p><b>1 (Low)</b> The local government has internally identified and prioritized economic vulnerabilities through a formal process.</p> <p><b>3 (Medium)</b> A formal process exists and has been used at least once, shared with the community, and used to establish a baseline for economic vulnerabilities in the community, including best- and worst-case scenarios.</p> <p><b>5 (High)</b> A formal risk assessment of economic vulnerabilities has been performed, results have been analyzed to develop best- and worst-case scenarios and shared with the community. A schedule has been established to re-assess economic vulnerabilities on a regular basis.</p>	1
Are there business development and incentive programs within the community such as incubators, tax incentives and worker retraining programs?	<p><b>1 (Low)</b> Incentive programs exist but few businesses are aware or participate.</p> <p><b>3 (Medium)</b> Incentive programs exist but are not widely used across local businesses.</p> <p><b>5 (High)</b> Incentive programs are in place and have successfully increased resilience efforts among the local business community.</p>	3
Are there provisions to support economic high-risk areas, such as those with high rates of unemployment, low rates of education or limited employment opportunities?	<p><b>1 (Low)</b> There may be state or federal programs targeted to these communities.</p> <p><b>3 (Medium)</b> Local resources ranging from trade school and universities to business or social organizations have specific programs designed to address these needs.</p> <p><b>5 (High)</b> Programs are targeted for these areas and people with demonstrated success in diversifying employment opportunities and increasing worker salaries.</p>	1
Is there a contingency fund to meet short- and long-term post-crisis needs?	<p><b>1 (Low)</b> A contingency fund exists, but it is not adequate to meet short- and long-term post-crisis needs.</p> <p><b>3 (Medium)</b> A contingency fund exists and it is adequate to meet short- and long-term post-crisis needs.</p> <p><b>5 (High)</b> A contingency fund exists with ample funds to meet short- and long-term post-crisis needs. Post-crisis needs for different scenarios have been assessed for their potential cost</p>	3
Does the budget maintain well-trained and equipped emergency response services, personnel and facilities, in addition to communications and risk assessment capacities?	<p><b>1 (Low)</b> Budget provides adequate funding to maintain these services for the current fiscal year.</p> <p><b>3 (Medium)</b> Budget provides adequate funding and there is a five-year plan to ensure funding for these capacities is maintained.</p> <p><b>5 (High)</b> Budget includes a five-year plan that provides enough funding to improve current emergency response capacities through purchasing new technology, making new hires, increasing training and credentialing, etc.</p>	3

## Economic Resilience: Human Resources

Indicator	Criteria	Score
<p>Are public sector staff training and credentials up-to-date and plans practiced, including with business, social, faith-based and other voluntary organizations and their staff and volunteers?</p>	<p><b>1 (Low)</b> Emergency management staff are required to take basic and role-specific disaster training and maintain up-to-date credentials.  <b>3 (Medium)</b> Role-specific disaster training occurs and key stakeholder groups are asked for feedback on their emergency management concerns and their roles in suggested solutions.  <b>5 (High)</b> All city staff are required to take basic disaster training. Staff who have or may have a designated role are required to take role-specific training; Disaster training is offered at the local or regional level for all stakeholders; Tabletop or scenario-based exercises are held with all sectors of the community at least annually.</p>	<p>3</p>
<p>Are economic opportunities diverse and growing in order to attract and retain workers for existing and new businesses?</p>	<p><b>1 (Low)</b> Local government and/or Chamber of Commerce has a formal campaign to boost economic growth and diversity.  <b>3 (Medium)</b> Local government and/or Chamber of Commerce has campaigns and programs to boost economic growth and diversity, such as entrepreneurial or small business startup incubator competitions. Programs are available to the entire community rather than just one sector, neighborhood or other stratification. This may be done via having several different programs.  <b>5 (High)</b> Programs have matured to demonstrate effectiveness through openings of new businesses, reduction of business closings, or improved demographics related to diversified workers, education or opportunities.</p>	<p>3</p>
<p>Is there access to affordable education opportunities, including vocational training and apprenticeship programs, to attract and retain people of all ages and interest?</p>	<p><b>1 (Low)</b> Access to affordable education opportunities exists, but options are limited and vulnerable populations still have trouble accessing programs due to cost, transportation, scheduling or other issues.  <b>3 (Medium)</b> Access to affordable education opportunities exists, including job training for jobs in and near the City, based on expected demand from nearby employers. Opportunities attract a wide range of people.  <b>5 (High)</b> A wide range of affordable vocational and apprenticeship programs are offered and used by a diverse set of people. Many students who complete vocational training stay in the community to work. Financial assistance is provided for those who need it.</p>	<p>3</p>
<p>Does the community offer amenities such as parks, museums and performing arts venues to attract and retain their population?</p>	<p><b>1 (Low)</b> Amenities are dispersed throughout some areas of the community and are accessible and utilized by some residents of diverse ages and racial, economic and religious backgrounds. Strategic plans and budgets include maintenance of existing amenities.  <b>3 (Medium)</b> Amenities are dispersed throughout the community, accessible to and utilized by most residents of diverse ages and racial, economic and religious backgrounds. Strategic plans and budgets include maintenance and improvements to existing amenities.  <b>5 (High)</b> Amenities are dispersed, accessible to and utilized by residents of all ages and racial, economic and religious backgrounds. Public amenities are safe and unique and relevant to the history and interests of the community. Strategic plans and budgets include improvements to existing and development of new amenities.</p>	<p>5</p>
<p>Is the crime rate, such as that of violent crimes, at or below national or state normal levels?</p>	<p><b>1 (Low)</b> The crime rate is at the national and state levels; Police department has enough staff to effectively police crime in the community; Crime data is shared across government departments and with the community; Police are viewed positively by many in the community.  <b>3 (Medium)</b> The crime rate is slightly below the national and state levels; Police department is adequately staffed and has a plan to reduce crime; Crime data is openly shared and discussed across government departments and with the community; Police are viewed positively by most in the community.  <b>5 (High)</b> The crime rate is well below the national and state levels; Police department is fully staffed and has implemented effective crime reduction programs that have successfully reduced or are reducing crime rates; Crime data is openly shared and discussed across government departments and with the community; Police are viewed positively by all in the community.</p>	<p>3</p>

## Economic Resilience: Physical Resources

Indicator	Criteria	Score
<p>Are there long-term established plans for access to critical needs of a community such as potable water, affordable housing, energy sources and future public land-use needs (solid waste disposal, cemeteries, etc.)?</p>	<p><b>1 (Low)</b> Community has assessed some scenarios for threats to long-term access to critical assets and has developed a plan to address most scenarios for at least the next 10 years.</p> <p><b>3 (Medium)</b> Community has assessed different scenarios for threats to long-term access to critical resources and developed a plan to address most scenarios for at least the next 20 years.</p> <p><b>5 (High)</b> Community has assessed best- and worst-case scenarios for short- and long-term access to critical assets, and has developed a plan to address all scenarios for at least the next 30 years.</p>	<p>1</p>
<p>Do programs exist to encourage businesses to invest in community resilience?</p>	<p><b>1 (Low)</b> Incentive programs exist to encourage businesses to invest in community resilience.</p> <p><b>3 (Medium)</b> Programs such as incubators and thought leadership forums exist to encourage businesses to invest in community resilience. There are local businesses participating in these programs.</p> <p><b>5 (High)</b> Programs such as incubators and thought leadership forums exist to encourage businesses to invest in community resilience. Evidence exists of local businesses making decisions and improving resilience.</p>	<p>1</p>
<p>Are there stockpiles of relief assistance, response equipment and vehicles located in multiple locations?</p>	<p><b>1 (Low)</b> Stockpiles of relief assistance, response equipment and vehicles exist in multiple locations but are not geographically dispersed throughout the community evenly. It is likely that resource distribution may be delayed to some areas of the community during a threat.</p> <p><b>3 (Medium)</b> Stockpiles of relief assistance, response equipment and vehicles are located in most neighborhoods and sub-sections of the community and a plan is in place to quickly distribute or stage equipment in areas where stockpiles do not exist. Resource shortages in some areas of the community may exist.</p> <p><b>5 (High)</b> Stockpiles of relief assistance, response equipment and vehicles are located in all neighborhoods and sub-sections of the community. Equipment is staged near identified hazard areas when an imminent threat is known to ensure quick response times. Plan exists to receive aid from external sources if need exceeds stockpile. Unlikely that resource shortages in any area of the community will exist during a threat.</p>	<p>2</p>
<p>Are essential consumer goods (groceries, water, gasoline, etc.) accessible to all members of the community, including vulnerable populations.</p>	<p><b>1 (Low)</b> Essential consumer goods accessible, but options are limited within town/city/county limits; More than 10 percent of the population lives in a food desert, as defined by the USDA.</p> <p><b>3 (Medium)</b> Essential consumer goods accessible and available within town/city/county limits; Less than 10 percent of the population lives in a food desert, as defined by the USDA.</p> <p><b>5 (High)</b> Consumers have multiple retail options for essential consumer goods within town/city/county limits; No food deserts, as defined by USDA, exist in the community.</p>	<p>3</p>
<p>Is there local access to health care facilities such as emergency rooms for trauma and burn and transport such as medivac?</p>	<p><b>1 (Low)</b> At least one hospital and urgent care center exist in the city, but access to specialized medical services like trauma and burn centers is limited.</p> <p><b>3 (Medium)</b> At least one hospital and urgent care center exist in the city, transport such as medivac is available to take patients to specialized treatment in neighboring communities.</p> <p><b>5 (High)</b> Multiple hospitals and urgent care centers exist in the city and specialized treatment like trauma and burn centers is available in local healthcare facilities. A diverse set of highly-credentialed doctors is retained in the community.</p>	<p>5</p>

# GOVERNMENT RESILIENCE CRAFT QUESTIONS

Government Resilience: Strategic Planning		
Indicator	Criteria	Score
Are there early warning and monitoring systems that alert crisis management agencies to risks that approach coping thresholds?	<p><b>1 (Low)</b> Formal analyses exist that estimate needs and current capacity.</p> <p><b>3 (Medium)</b> Analyses exist and are updated periodically to assess the capacity and needs.</p> <p><b>5 (High)</b> The results of these analyses are applied and mitigated through changes in funding, operations and infrastructure</p>	3
Have minimum standards of resilience and safety been established to prevent damage to critical infrastructure and integrated into local ordinances?	<p><b>1 (Low)</b> Minimum standards of resilience and safety, such as seismic codes, flood zone requirements, and mandatory testing and inspection of generators in hospitals, schools and senior homes have been established.</p> <p><b>3 (Medium)</b> Minimum standards of resilience and safety have been established and most structures in the community comply with these standards or are working towards compliance</p> <p><b>5 (High)</b> Minimum standards of resilience and safety have been established and the majority of structures in the community comply with these standards or are working towards going above minimums.</p>	3
Does the government participate in knowledge sharing activities, including regional and national fora, to promote initiatives and exchange experiences, in addition to public communication of development decision results?	<p><b>1 (Low)</b> Government attends at least one federal, state, local or academic knowledge sharing activities annually and participates via a workshop, presentation or exercise. Decision results are posted on the government's website.</p> <p><b>3 (Medium)</b> Government attends multiple knowledge sharing activities annually and participates in multiple events. Decision results are posted on the government's website and featured in local newspaper.</p> <p><b>5 (High)</b> Government hosts local knowledge sharing activity and engages business and community organizations to participate. Decision results are posted on the government's website, shared through social media and featured in local print and TV media.</p>	3
Have regional and national best practices in urban planning been evaluated to identify opportunities to improve local resilience to all types of hazards?	<p><b>1 (Low)</b> Community's resilience plan includes some elements of regional and national best practices for some types of hazards.</p> <p><b>3 (Medium)</b> Community's resilience plan includes many elements of regional and national best practices for most types of hazards.</p> <p><b>5 (High)</b> Community has participated in formal working sessions with regional and national thought leaders to improve local resilience to all types of hazards.</p>	3
Are partnerships in place with local, national or international organizations that can provide data, expertise and research?	<p><b>1 (Low)</b> Partnerships are in place with local organizations.</p> <p><b>3 (Medium)</b> Partnerships are in place with local and national organizations.</p> <p><b>5 (High)</b> Partnerships are in place with local, national, and international organizations</p>	3

## Government Resilience: Operations & Sustainment

Indicator	Criteria	Score
<p>Has a risk assessment been performed to examine the vulnerability of existing physical infrastructure to natural and man-made hazards?</p>	<p><b>1 (Low)</b> A risk assessment has been performed and best- and worst-case scenarios are identified; Risk assessment has been performed within last 10 years.</p> <p><b>3 (Medium)</b> A risk assessment has been performed, best- and worst-case scenarios are identified and plans in place to address worst-case scenarios; Risk assessments are updated periodically within a 10 year period.</p> <p><b>5 (High)</b> A risk assessment has been performed, best- and worst-case scenarios are identified and plans in place to address worst-case scenarios and reduce vulnerability through planned and funded infrastructure improvements; Risk assessments are performed at least every five years</p>	<p>1</p>
<p>Is there a program to promote compliance with codes to mitigate natural and man-made hazards by all developers and builders?</p>	<p><b>1 (Low)</b> An educational campaign, such as informational brochures or informational videos, exists to promote compliance.</p> <p><b>3 (Medium)</b> Workshops and educational events are held to promote compliance and educate developers and builders on resilience code compliance and the importance of complying.</p> <p><b>5 (High)</b> Community offers financial incentives or recognized awards to developers and builders who comply with codes.</p>	<p>NA</p>
<p>Are the roles, authority and responsibilities of intergovernmental departments defined and reviewed on a regular basis as they relate to emergency operations?</p>	<p><b>1 (Low)</b> Roles, authorities and responsibilities of intergovernmental departments have been informally defined but not revisited or reviewed. Organizations are aware of their roles but not active in them.</p> <p><b>3 (Medium)</b> Roles, authorities and responsibilities of intergovernmental departments are formally defined and periodically reviewed. Organizations are somewhat familiar with and active in their roles.</p> <p><b>5 (High)</b> Roles, authorities and responsibilities of intergovernmental departments are formally defined in a shared document and reviewed on a regular basis. All organizations are familiar with and active in their roles and responsibilities.</p>	<p>3</p>
<p>Are departments for public safety, emergency response and economic development adequately funded and staffed?</p>	<p><b>1 (Low)</b> Departments for public safety, emergency response and economic development funded and staffed, but no formal plan exists to maintain status</p> <p><b>3 (Medium)</b> Departments for public safety, emergency response, and economic development are adequately funded and staffed, and a plan exists to maintain but not improve funding and staffing resources beyond the fiscal year.</p> <p><b>5 (High)</b> There is a at least a five-year funding plan, which includes allocations for staff training, new hires, technology updates and resources, to ensure adequate funding and staffing for public safety, emergency response and economic development departments.</p>	<p>3</p>
<p>Have backup and failover systems from local power at health care facilities to IT and communications systems been exercised and tested to confirm continued functioning during a crisis?</p>	<p><b>1 (Low)</b> Backups are tested at least annually, all are functioning.</p> <p><b>3 (Medium)</b> There is a disaster recovery plan that is exercised annually.</p> <p><b>5 (High)</b> Failover systems exist and are tested to be available within the planned time frame in the disaster recovery plan.</p>	<p>5</p>

## Government Resilience: Government Relations

Indicator	Criteria	Score
Is there a strategy to integrate all emergency response, relief and recovery efforts from multiple jurisdictions?	<p><b>1 (Low)</b> Informal agreements exist to provide and receive assistance from multiple jurisdictions during a threat or crisis if needed. Agreements have never been activated and are not tested or exercised.</p> <p><b>3 (Medium)</b> A formal strategy exists to activate a Joint Operations Center that integrates emergency response, relief and recovery efforts with other jurisdictions when needed.</p> <p><b>5 (High)</b> A formal strategy exists to activate a Joint Operations Center that integrates emergency response, relief and recovery efforts with other jurisdictions when needed. The community holds formal training sessions in the JOC with other municipalities to ensure all actors are familiar with roles and responsibilities during activation.</p>	3
Is GIS data received and shared with all levels of government and relevant departments?	<p><b>1 (Low)</b> GIS data has been collected but not shared with all levels of government and relevant departments.</p> <p><b>3 (Medium)</b> GIS data is shared with all levels of government and relevant departments, or a plan is place to do so.</p> <p><b>5 (High)</b> GIS data is shared with all levels of government and relevant departments. Meetings and working sessions are held across departments to analyze GIS data and inform planning decisions.</p>	1
Do mutual aid agreements exist between various government organizations to provide response assistance and other support during a time of need?	<p><b>1 (Low)</b> Informal mutual aid agreement exist between neighboring cities, towns and the county.</p> <p><b>3 (Medium)</b> Formal mutual aid agreements exist between neighboring cities, towns and the county.</p> <p><b>5 (High)</b> Formal mutual aid agreements exist and are maintained between neighboring cities, towns, counties and the state. Agreements with jurisdictions outside of the region are in place to address needs in the instance of an incident impacting the entire region.</p>	3
Is there a person or office designated to coordinate resilience planning and efforts internally and with external organizations/departments?	<p><b>1 (Low)</b> A person or office is designated but does not take an active role in sharing information between government, business, social and community organizations.</p> <p><b>3 (Medium)</b> A person or office is designated and communicates information periodically between government, business, social and community organizations.</p> <p><b>5 (High)</b> A formal liaison and/or department is designated and communicates information and leads activities frequently between government, business, social and community organizations.</p>	3
Are exercises conducted that include need for inter- and intra-operability of government organizations and possibly private sector resources?	<p><b>1 (Low)</b> Community holds tabletop exercises and training sessions internally and with stakeholders from surrounding jurisdictions, including the private sector.</p> <p><b>3 (Medium)</b> Emergency management includes all internal stakeholders, such as elected and appointed officials, department heads and NGOs, in disaster training. Emergency management holds an annual full-blown, scenario-based disaster training drill that brings all internal and external stakeholders to the table, including the private sector.</p> <p><b>5 (High)</b> Local emergency management holds frequent disaster training and drills and includes all internal stakeholders, such as elected &amp; appointed officials, department heads &amp; NGOs. Emergency Management holds a quarterly full-blown, scenario-based disaster training drill with internal and external stakeholders.</p>	3

## Government Resilience: External Plan Alignment

Indicator	Criteria	Score
<p>Are sustainability and resilience factors evaluated as part of the analysis for existing and potential infrastructure projects?</p>	<p><b>1 (Low)</b> Sustainability and resilience factors like impact on surrounding environment and habitats, access for bikers and pedestrians, providing alternative modes of egress for car-less residents, impacts of flooding and natural threats, and interconnectedness among and between communities are evaluated. No action has been taken as a result evaluation.</p> <p><b>3 (Medium)</b> Existing and new infrastructure has been evaluated to develop strategies for minimizing impact to surrounding environment and habitats, improving access for bikers and pedestrians, providing alternative modes of egress for car-less residents, reducing flooding and impacts of natural threats, and building interconnectedness among and between communities. A plan exists for retrofitting existing infrastructure, but no action has been taken yet.</p> <p><b>5 (High)</b> Existing infrastructure has been or is being retrofitted to minimize impact to surrounding environment and habitats and improve access for bikers and pedestrians, reduce flooding and impact of natural threats, provide alternative modes of egress for car-less residents, and boost interconnectedness among and between communities. New infrastructure takes these factors into account.</p>	<p>1</p>
<p>Are roads and sites designed to be accessible in case of an emergency event or other hazard?</p>	<p><b>1 (Low)</b> Existing roads &amp; sites have been assessed for accessibility during an emergency but not all have been deemed or made accessible.</p> <p><b>3 (Medium)</b> Existing roads and sites have been assessed for accessibility in the case of emergency and plans for alternate routes or bypassing roads are in place in case of inaccessibility during a crisis.</p> <p><b>5 (High)</b> Existing roads and sites have been assessed for accessibility in the case of an emergency, sites have been relocated to ensure accessibility, roads have been physically altered to improve accessibility through storm drain improvements, widened shoulders for snow removal, levees to prevent flooding, etc.</p>	<p>3</p>
<p>Do policies, management strategies and plans incorporate resilience into infrastructure maintenance, upgrades and new projects?</p>	<p><b>1 (Low)</b> A comprehensive two-year plan is in place across all key levels of government to support infrastructure maintenance, upgrades and new projects that support resilience. At least two improvement projects are planned in the coming fiscal year.</p> <p><b>3 (Medium)</b> A comprehensive three-year plan is in place across all key levels of government to support infrastructure maintenance, upgrades and new projects that incorporate resilience. At least three improvement projects are planned over the next three years.</p> <p><b>5 (High)</b> A comprehensive five-year plan is in place across all key levels of government to support infrastructure maintenance, upgrades and new projects that incorporate resilience. At least one new project and five improvement projects are planned over the next five years</p>	<p>3</p>
<p>Have long-term capital investments been developed to maintain, retrofit and/or replace critical emergency services?</p>	<p><b>1 (Low)</b> Critical emergency services and needs are identified and long-term plans are developed.</p> <p><b>3 (Medium)</b> Funding is dedicated to meet at least some of the foreseen needs for critical emergency services.</p> <p><b>5 (High)</b> Funding for the long-term needs is planned and enough is dedicated to meet anticipated needs.</p>	<p>1</p>
<p>Do community project and planning decisions take into account factors such as analysis of the urban plan, land-use, investment decisions and worst-case scenarios for emergency preparedness plans?</p>	<p><b>1 (Low)</b> These factors have been analyzed, and priority programs and projects have been identified but not implemented.</p> <p><b>3 (Medium)</b> These projects and plans are formally reviewed jointly or while they are in preparation as a factor in their final approval.</p> <p><b>5 (High)</b> Updates and revisions to projects are actively reviewed to determine their impact on emergency response plans and prioritize emergency response needs in the final decision making.</p>	<p>1</p>

## Government Resilience: Empowerment

Indicator	Criteria	Score
<p>Are emergency plans and other information shared and coordinated with community and other local and regional government organizations?</p>	<p><b>1 (Low)</b> Emergency plans and other information are shared with community and other local and regional government organizations, but action and training is not facilitated through information sharing.  <b>3 (Medium)</b> Emergency plans and other information are periodically shared, discussed and practiced with community and other local and regional government organizations to inform coordinated, mutually beneficial plans.  <b>5 (High)</b> An open flow of information sharing regarding emergency plans and other information exists with community and other local and regional government organizations to inform effective, mutually beneficial plans; Coordination is established through formal training exercises with all stakeholders present.</p>	<p>3</p>
<p>Is there an official government continuity of operations plan (COOP) to ensure that lifelines and services are quickly restored?</p>	<p><b>1 (Low)</b> Government has an informal plan to ensure lifelines and services are quickly restored.  <b>3 (Medium)</b> Government has an official COOP but has never practiced.  <b>5 (High)</b> Government has an official COOP, updates and practices it at least annually, and has shared it with surrounding jurisdictions and other stakeholders included in the plan.</p>	<p>1</p>
<p>Are NGOs authorized to support or conduct operations within the community during times of need?</p>	<p><b>1 (Low)</b> Some relevant NGOs have a formal role/clearly defined responsibilities in the community's emergency operations plan.  <b>3 (Medium)</b> Many relevant NGOs have a formal role/clearly defined responsibilities in the community's emergency operations plan and practice with emergency management annually.  <b>5 (High)</b> All relevant NGOs have a formal role/clearly defined responsibilities in the community's emergency operations plan and are included in emergency managements disaster training exercises, when applicable.</p>	<p>1</p>
<p>Is there an established network and a plan to coordinate and utilize volunteer resources and emergency aid organizations, such as Red Cross and Faith based organizations, to provide shelter, food or other care for people and pets?</p>	<p><b>1 (Low)</b> An informal network exists and activates to address an imminent threat or crisis.  <b>3 (Medium)</b> A formal network, such as a local Voluntary Organization Active in Disaster (VOAD) program, local Certified Emergency Response Team (CERT) program, or similar coalition is established and coordinates efforts among charitable disaster relief organizations in the community. The network only activates during an imminent threat or crisis.  <b>5 (High)</b> A local Voluntary Organization Active in Disaster (VOAD) program, local Certified Emergency Response Team (CERT) program, or similar coalition has been established, coordinates efforts and has assigned roles and responsibilities among charitable disaster relief organizations in the community. The network is active even when an imminent threat is not on the horizon.</p>	<p>1</p>
<p>Is there a formal campaign or program to assist local businesses in developing a continuity of operations (COOP) plan?</p>	<p><b>1 (Low)</b> The local government encourages local businesses to develop a COOP plan but no formal campaign or assistance program exists.  <b>3 (Medium)</b> There is a formal campaign to assist local businesses in developing a COOP plan, but no formal assistance is provided on behalf of the local government.  <b>5 (High)</b> The local government leads training sessions and workshops to assist local businesses in developing a COOP plans and provides incentives for those who have plans.</p>	<p>1</p>

## EXHIBIT G

### City of Grove, Oklahoma Resolutions

- a. Vision and Goals
- b. Future Land Use
- c. Principles and Policies



RESOLUTION NO. 20 - 016

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA ADOPTING THE COMMUNITY VISION, GOALS AND OBJECTIVES, AS AN ELEMENT OF THE CITY OF GROVE COMPREHENSIVE PLAN UPDATE.**

**WHEREAS**, the City Council recognizes that a vision statement is a blueprint for the community's future and the goals and objectives clarify that vision; and

**WHEREAS**, the City Council desires the Community Vision, Goals and Objectives to provide the guiding principles for all the elements of the Comprehensive Plan Update; and

**WHEREAS**, the City of Grove solicited input from stakeholders and the general public when developing the Vision, Goals, and Objectives; and

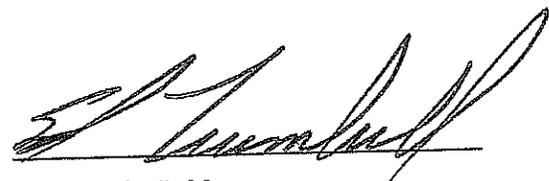
**WHEREAS**, the City Council has deemed that the Vision, Goals, and Objectives have been formulated with adequate public input; and

**WHEREAS**, the City Council has deemed that the Vision, Goals, and Objectives herein reflect the community's desires for the future; and

**WHEREAS**, the City Council after due study and deliberation, deems it advisable, to adopt the Community Vision and Goals as an element of the City of Grove Comprehensive Plan Update.

**NOW THEREFORE, BE IT RESOLVED**, by the City Council of the City of Grove adopts the Community Vision and Goals as an element of the City of Grove's Comprehensive Plan Update, as documented in Exhibit A, attached to and made a part of this Resolution.

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA,  
ON THIS 21<sup>st</sup> DAY OF July, 2020.

  
Ed Trumbull, Mayor



  
Ivonne Buzzard, City Clerk



## Exhibit A

### Community Vision, Goals and Objectives

(an element of the Comprehensive Plan Update)



#### Community Vision:

**Grove is America’s greatest lake community, where families flourish, and businesses and industries thrive.**

By identifying the collective vision, our community hopes to ensure its sustainability and vitality for future generations. The success of the community will rely on its ability to hold fast to their dreams.

Our vision helps to identify the building block and later framework. These elements will guide our growth and development. This “Vision” will help direct concerted efforts involving both public and private partnerships to shape and mold Grove as the community progresses into the future. Our vision represents and helps to describe our community’s values, ensuring our character. The following values are what is most important to the residents of Grove:

- Lake living lifestyle –
- Fun –
- Family –
- Faith -
- Patriotism –
- Safety -
- Cleanliness –
- Environment -
- Connectivity -
- Sustainability –
- Resiliency –

***“If we could first know where we are, and wither we are trending, we could better judge what to do, and how to do it.”***

- Abraham Lincoln

Imagine our city over the next twenty years. We are a community that is meeting the recreational, health, safety, and welfare needs of our residents, but while providing opportunities for fulfillment, happiness, and creativity.

**Our vision is to preserve our sense of community identity and pride while embracing who we are. Through strong values, goals, and objects we strive to achieve our vision.**

As our city grows and transforms, our vision is based on the belief that while properly managed, growth can provide a variety of opportunities for us and for future generations, without spoiling the desirable attributes of our past. Meeting this vision will require concerted efforts involving both the public and private sectors.

***“No man is an island; no man stands alone.”***

- Dennis Brown

While our vision respects and seeks to continue the qualities that people value most about Grove today and into tomorrow.

- Our values encourage neighborhood design patterns which more traditional. Patterns which will provide connections between the places where we live, work and play. We recognize and embrace diversity and inclusivity. We will strive for our neighborhoods to provide a variety of housing options for people of all incomes, ages, special needs, races, cultures and household types.
- Our community will support economic opportunities by providing stable, livable wages. Grove will both enhance and maintain its role a regional hub for health, wellness and successful commerce. We will promote and seek out public and private sector opportunities to sustain and improve our economic diversity and health. We will strive to attract and support an eclectic range of businesses and industries that range from all sizes. We will continue to be good stewards of the public dollars while maintaining existing services and investments to ensure adequate funding is available when needed for expansion when needed.

- We shall preserve our community’s identity as we improve our community pride. While we recognize that the City is made up of many unique neighborhoods, districts, and places we realize and take pride in the fact that we are “America’s Greatest Lake Community.” New growth and buildings will blend in with the old. We will strive to become a cleaner, safer, and more attractive city that we are all proud of.

## **Key Performance Areas**

The comprehensive plan update project has identified of six key performance areas. Area identify primary challenges facing the community, followed by goals and objectives to address those challenges. These key performance areas are:

- Land Use
- Community Character
- Livability
- Connectivity
- Conservation
- Vitality

## **Goals and objectives for achieving our vision**

A goal statement is a declaration of an intentional result or outcome. Goals statements tell you where you want to be, but not you how to get there. Goals are reached in stages; piece-by-piece, bit-by-bit. Each step can be achieved through an objective. Objectives should be viewed as the work needed to reach the goal. Objectives outline the path to our goals. Goals and objectives are a critical part of problem solving. Goals and objectives are statements that help lead to future principles and policies that will be outlined within the comprehensive plan update. The following goals and objectives reflect the views of our community with respect to the important issues facing Grove and the Grand Lake area.

## **Land Use**

- Retain and preserve the City of Grove’s small town feel and related quality of life.
  - Utilize the City’s Comprehensive Plan as a tool to guide development and decision making.
  - Ensure that new development, both residential and nonresidential, will be compatible with existing land uses in terms of use, density, building heights, scale, and offsite effects.
  - Preserve the area’s open spaces and other resources that characterize Grove’s small-town atmosphere, outdoor recreation opportunities, and make Grove a great place to live.
- Promote investment in Downtown Grove to attract and retain businesses, generate commercial and entertainment opportunities, and create vitality that attracts people.
  - Provide incentives to bring businesses to Grove.
  - Develop marketing strategies for the reuse of vacant commercial buildings.

- Identify underutilized strategically located parcels for acquisition and redevelopment as parking facilities.
- Establish design guidelines, such as facade criteria and building maintenance, that would ensure the compatibility of new development or redevelopment.
- Promote the creation of business incubation opportunities.
- Provide opportunities for the redevelopment and revitalization of existing and underutilized commercial and industrial areas.
  - Create Business Improvement Districts, or other mechanisms to channel funding to security, maintenance, streetscape, marketing, parking and other measures to strengthen commercial districts.
  - Encourage and promote improvements to the community's infrastructure to support entrepreneurial enterprises related to evolving technologies, such as high-speed internet services throughout the commuting.
  - Promote activities to enhance the quality of existing goods and services that being provided within the community.
- Ensure tourism is recognized and promoted as an industry and encourage its continuing growth and development.
  - Promote programs and initiatives that publicize the image of the City as a quality tourist destination.
  - Encourage the development of bicycle paths to encourage foot traffic into activity centers and tourist attractions. Participate in available State programs that can facilitate construction of bike-paths, particularly along primary routes between commercial centers.
  - Encourage entrepreneurial enterprises such as a variety of lodging accommodations, attractions, entertainment, restaurants, and specialty shops.
  - Encourage and promote family friendly businesses that provide recreational activities in addition to activities found at the lake.

## **Community Character**

- Establish and maintain an attractive, distinctive image for the community based on well-maintained buildings, green spaces, and plantings.
  - Improve the appearance of the gateways leading into Grove and along its major corridors.
  - Enhance the appearance of Grove's mature neighborhoods.
  - Encourage exemplary site and building design, construction and maintenance.
  - Encourage and facilitate the transformation of the Downtown area into an attractive, inviting pedestrian oriented environment.
  - Display the community's pride and patriotism by enhancing public spaces, roadways and neighborhoods through tree planting, landscaping, limited signage and other improvements.
  - Maintain a positive relationship between the built environment and the natural setting.
  - Improve the design quality of the streets within the community. City streets make up a significant portion of the public realm, and their design and appearance are major contributors to the character of Grove. Public streets can enhance the

community's overall identity and image through thoughtful, quality design, while still maintain the community's small-town charm.

- Provide thoughtful, yet diligent enforcement of regulations related to property maintenance.
- Encourage new development that is sensitive to the character of Grove.
  - Provide different experiences throughout the community – rural, suburban, shoreline and urban character.
  - Promote a mix of housing for all household and income levels.
  - Support the development of services and activities close to where community members live.
  - Promote and encourage preservation of the history of the community and the region.
  - Grove is Grove, not Oklahoma City or Tulsa! Ensure that any new construction or re-development is consistent with the character of the community.
  - Establish and enforce design standards and guideline that are sensitive to promoting quality and context sensitivity, such as limiting the amount of metal facades within commercial districts.
- Ensure access to high quality parks, open spaces, and recreation.
  - Provide equitable distribution of neighborhood and community parks throughout the community.
  - Ensure convenient access to trails and recreational opportunities.
  - Develop an attractive and well-maintained system of multi-purpose parks, recreation, trails and open space facilities that meet the needs of the community.
  - Collaborate with other local agencies to provide opportunities for shared recreational resources that provide opportunities for residents of all ages and physical abilities, such as indoor pools and other therapeutic recreational resources.
  - Provide opportunities within the park system to bring people to the water, such as recreational beaches and boardwalks.
  - Develop a system of “showstopper” community gateways to help to provide a sense of pride and place.
  - Develop and promote volunteer opportunities within the parks, recreation, trails and open space system.

## **Livability**

- Provide safe, quality, and affordable housing for all residents of Grove.
  - Create a greater mix of housing options in every neighborhood for all individuals and families.
  - Ensure city policies and regulations encourage a diverse range of housing options.
  - Support special and affordable housing opportunities for the elderly and other special needs populations.
  - Explore opportunities to provide incentives for developers and home builders to create quality housing that is affordable for low- and moderate-income households.

- Create opportunities for a broad range of quality housing types and neighborhoods, such as tiny homes and cohousing neighborhoods.
  - Create opportunities for all residents to connect with each other.
  - Continue to work to build all residents' trust in local government.
- Ensure all Grove residents have safe, convenient, and affordable access to basic services and a variety of amenities.
  - Improve equitable access to resources that improve quality of life, including cultural and natural amenities, health care, education, parks, recreation, nutritious food, and the arts.
  - Support and provide incentives for mixed-use development and housing units located close to transit.
  - Ensure neighborhoods are safe, accessible, and well-connected for all modes.
  - Prioritize infrastructure improvements that allow for residents of all abilities to access and live in any neighborhood.
- Preserve and reinforce the stability and diversity of the City's neighborhoods in order to attract and retain long-term residents and businesses and ensure the City's residential quality and economic vitality.
  - Promote efforts that make the city more attractive to working families by improving housing options and other services that are attractive to working families.
  - Stabilize residents and businesses at risk of displacement through programs and policies that help them to stay in their existing community.
  - Promote quality jobs and quality neighborhoods to attract quality residents.
  - Provide thoughtful, yet diligent enforcement of regulations related to animal control, nuisance control and property maintenance.
- Improve equitable access to quality education and lifelong learning opportunities.
  - Support Grove Public Schools in its efforts to eliminate barriers to success and to provide high-quality education for all students regardless of their race, ethnicity, religion, gender, or economic status.
  - Improve the quality, availability and affordability of early childhood care, education, and child development services.
  - Partner with higher-education institutions to ensure residents have access to local, quality higher-education.
  - Seek out opportunities to partner or attract educational opportunities from area the region or from across the State.
  - Support transit programs that provide safe and reliable weekday access to educational opportunities.
- Foster safety, community cohesion, and an absence of community trauma.
  - Improve residents' and workers' perceptions of community safety and reduce crime and violence as a barrier to engaging in outdoor physical activity.

## **Connectivity**

- Establish and maintain a balanced multi-modal transportation system that provides efficient and safe mobility that serves the current needs of the community and establishes the foundation for a transportation system that is sustainable for the future.

- Explore multi-modal transportation solutions.
- Explore the adaptive reuse of utility, drainage, and transportation easements, allowing for bicycle and pedestrian circulation.
- Provide a variety of multi-modal connections between neighborhoods, parks, tourist attractions, schools, and the downtown area.
- Adopt and implement a Complete Streets Ordinance to address all forms of transportation, including bicyclists, pedestrians, motorists, and public transportation.
- Continue to explore opportunities and promote the expansion of the Grove Municipal Airport.
- Explore opportunities to partner with the State of Oklahoma, Tribal Governments, Delaware County, and Grove Public Schools to help grow and improve trail systems and Safe Routes to Schools and parks programs.
- Reduce barriers to physical activity experienced by populations with limited access to physical activity areas and safe routes for active transportation.
- Promote equitable access to healthcare and civic facilities.
- Develop and adopt programs and policies that improve safety and accessibility for all users.
- Promote Grove as being a bicycle friendly community.
- Ensure that bicycle and pedestrian facilities, necessary to meet the future needs of the community, are provided in a timely, orderly and cost-effective manner.
- Maintain and enhance the City's street grid pattern.
- Minimize the use of dead-end streets that funnel traffic to one location.
- Implement wayfinding signs for both vehicular and pedestrian traffic.
- Explore alternative transportation design patterns to help reduce vehicular congestion.
- Improve efficiency through monitoring traffic and updating traffic control systems.
- Plan and implement improvements to existing street and trail facilities that are presently suitable for pedestrians and bicycles and develop an expend system of pedestrian and bicycle-friendly roads and trails for Grove's future. reword
- Update engineering and roadway design standards to provide enhanced safety, improved street character, enhance street sign visibility, and allow for appropriate traffic volumes.
- Implement traffic calming strategies to increase pedestrian safety.
- Continue to implement ongoing transportation infrastructure maintenance and preservation programs.
- Continue to maintain a transportation improvement plan that addresses short-term and long-term needs.
- Ensure adequate lighting, while respecting light pollution conditions, for future and existing motorized and non-motorized transportation infrastructure.
- Monitor the growth patterns within the community, in order to design and construct infrastructure improvements that address long-term needs concerning growth, land use, and sustainability.
- Investigate the impacts that constructing new infrastructure has on maintenance and operations activities and costs.

- Investigate all reasonable options for financing capital, operation, and maintenance costs for transportation and develop an implementation strategy that recognizes funding realities and limitations.
- Create and apply a street classification system that works in conjunction with the Future Land Use Map.
- Develop a right-of-way dedication program that is adequate for roadway construction and other public improvements.
- Develop and implement an access management plan for major streets within the transportation system that relate to limits set by the Future Land Use Map.
- Encourage shared use parking and joint access with surrounding uses.
- Require sidewalk improvements that improve connectivity to the pedestrian infrastructure.
- Prevent pedestrian and bicyclist injuries from falls and collisions.
- Evaluate the costs and potential impacts associated with the various modes of transportation.
- Determine the purpose, time, destinations, physical improvements, and policies needed to achieve a given level-of-service and the costs and implications associated with that determination.

## **Conservation**

- Balance community development with protecting the natural resources and aesthetics of the Grove area.
  - Encourage new development that is visually attractive and compatible with the natural beauty of the City.
  - Direct growth away from environmentally sensitive areas to save future public and private dollars spent on flood control, stormwater management, habitat restoration, erosion control, and water quality protection.
  - Maintain buffering and visual separation between developed areas and adjacent semirural areas.
  - Preserve key scenic roadways, corridors and features and protect the visual beauty and semirural character of roadsides.
  - Require the full screened trash enclosure that provide opportunities for recycling services for all new or renovated commercial, industrial and multifamily residential developments.
  - Collaborate to develop and promote a communitywide full scale recycling program.
- Maintain high standards for ensuring clean water quality.
  - Encourage the conservation and protection of safe and adequate water supply areas, both above and below ground.
  - Encourage natural drainage systems to maintain the natural character of ravines and waterways.
  - Support efforts and programs to control pollution.
  - Evaluate water sources and water and sewer capacity for the desired growth of the City. This includes ensuring that development occurs at a pace that the water resources can sustain, while reducing the potential for non-point source pollution in local waterways.

## Vitality

- Ensure that Grove has a good mix of commercial, industrial, and residential development.
  - Ensure support systems are in place to help strengthen existing businesses.
  - Encourage workforce development and training program partnerships.
  - Promote the continued development of diverse housing options.
  - Foster local entrepreneurship.
  - Collaborate with Federal, Tribal, State, and other local agencies to develop a toolkit of strategies and incentives that can be used to support development in targeted areas.
- Establish and maintain housing, transportation, communication, and utility systems that support and foster quality development.
  - Coordinate the provision of supportive infrastructure in concurrence with new development.
  - Evaluate new development impacts on existing infrastructure and services to ensure adequate capacity and compensation.
  - Encourage efforts to link the region with major transportation networks.
  - Coordinate infrastructure investment strategies of government, business, and local institutions.
  - Pursue special opportunities for alternative modes of transportation that attract quality development, such as bicycle sharing and care facilities and pedestrian amenities.
- Maintain and strengthen the region's position as a tourist destination.
  - Promote existing attractions.
  - Promote a variety of additional year-round tourist attractions.
  - Focus resources on future tourism initiatives, including those identified in the community visioning process.
  - Foster enhanced recreational access to local attractions as an economic development strategy.
- Provide an adequate supply of vacant, development-ready land for commercial and industrial use.
  - Promote the redevelopment of existing vacant, underutilized, and brownfield properties.
  - Promote utilization of development-ready sites.
  - Evaluate potential commercial and industrial development sites, based on the Future Land Use Map.
  - Protect development potential of commercial and industrial sites.
  - Promote aeronautical and industrial park development at the Grove Airport.
  - Utilize techniques that help with traffic safety and address drainage problems.
  - Provide thoughtful and diligent enforcement of regulations, nuisance control, and property maintenance.
  - Evaluate opportunities and encourage development along the Highway 59 Corridor.
- Ensure that Grove will continue to be a place where all people want to live, work, and play.

- Promote a sense of safety and belonging for all sectors of the community.
  - Identify barriers to participation in the community and access to amenities and service.
  - Continue to engage, empower, inform, and educate citizens through meaningful public participation processes that encourage community and stakeholder collaboration.
- Encourage all citizens to lead a healthy lifestyle by incorporating active and safe concepts into land use, transportation, community facilities, and parks policies and guidelines.
  - Ensure that all residents and workers have convenient access to safe and attractive places for recreation and exercise. Reduce barriers to physical activity experienced by populations with limited access.
  - Create opportunities for all residents to connect with each other.
  - Support walking and biking to school, work, and community amenities.
  - Collaborate with other local agencies to provide opportunities for shared recreational resources that reduce barriers and provide opportunities for residents of all ages and physical abilities.
  - Ensure that all residents have convenient and affordable access to spaces, events, and programs that include physical activity.
- Foster all residents' physical health and well-being.
  - Ensure that residents have the resources to be healthy and physically active.

RESOLUTION NO. 20 - 027

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA ADOPTING THE FUTURE LAND USE MAP, AS AN ELEMENT OF THE CITY OF GROVE COMPREHENSIVE PLAN UPDATE.

WHEREAS, the City Council recognizes the importance of planning for future growth and development of the City and surrounding areas; and

WHEREAS, achieving the City's vision for the future will be accomplished through the implementation of the comprehensive plan and future land use map; and

WHEREAS, the comprehensive plan will be practically applied by utilizing the future land use map to guide growth decisions; and

WHEREAS, the City of Grove solicited input from stakeholders and the general public when developing the future land use map; and

WHEREAS, the City Council has deemed that the Future Land Use Map has been developed with adequate public input; and

WHEREAS, the City Council has deemed that the Future Land Use Map herein reflect the community's desires for the future; and

WHEREAS, the City Council finds it is in the best interest of the City of Grove for planning the future development of the City to amend the Future Land Use Map as depicted; and

WHEREAS, the City Council after due study and deliberation, deems it advisable, to adopt the Future Land Use Map as an element of the City of Grove Comprehensive Plan Update.

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Grove adopts the Future Land Use Map as an element of the City of Grove's Comprehensive Plan Update, as documented in Exhibit A, attached to and made a part of this Resolution.

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA, ON THIS 17<sup>th</sup> DAY OF November, 2020.



*Ivonne Buzzard*  
Ivonne Buzzard, City Clerk

*Ed Trumbull*  
Ed Trumbull, Mayor



**Exhibit A**  
**Future Land Use Map**  
**(an element of the Comprehensive Plan Update)**



The Land Use Element contains the 2040 Grove Future Land Use Map (FLUM), which depicts the general distribution, location, and density of land uses in the City based upon the vision, goals, and existing land uses. Similar to the way in which a map serves as a guide to a particular destination, the Future Land Use Map should serve Grove as a guide to its particular vision for the future. In order to provide the most complete map possible, the Future Land Use Map establishes an overall framework for the preferred pattern based principally on balanced, compatible, and diversified land uses.

Graphically depicted on page 18, the Future Land Use Map should ultimately be reflected through the City's policy and development decisions. It is important to note that the Future Land Use Map is not a zoning map, which legally regulates specific development requirements on individual parcels. The zoning map should, however, be guided by the Future Land Use Map.

**Future Land Use Map District Definitions:**

**Agriculture** – The purpose of the agricultural classification is to conserve agriculturally productive lands for continued farming, related agricultural uses, and very low density rural residential uses in these areas, rather than more intense development. Development not associated with an agricultural use are not encouraged. The areas shown do not provide community sewer services and are not within the urban service area where such facilities are planned or expected in the future.

**Civic Use** – Land designated as Civic Use include a broad variety of public, institutional, and civic activities including government buildings, hospitals, emergency medical, fire and police protection, water and wastewater facilities, schools, and churches.

**Downtown Mixed-Use** – The Downtown Mixed-Use classification generally includes a vibrant mix of retail, civic, office, cultural and employment uses, entertainment uses, as well as multifamily residential buildings in a dense, walkable, and pedestrian oriented setting with access to public transportation services.

**Industrial** – Land designated as Industrial is intended for activities that are predominately associated with the manufacturing, assembly, processing, or storage of products and provides for a variety of intensities of use including light industrial and heavy industrial. Industrial development should be located in areas with access to major transportation assets and other supporting infrastructure.

**Mixed Employment** – The Mixed Employment classification provided opportunities for a range of employment and other supportive uses in a walkable campus or mixed-use setting. Principle land uses include professional offices, research and development facilities, hospitals and care facilities, corporate headquarters, and other similar uses. The integration of supporting uses, including higher-density residential is supported in the Mixed Employment District to improve access to services and is supported by pedestrian and bicycle linkages from surrounding districts and neighborhoods, as well as public transportation options.

**Neighborhood Mixed-Use** – Neighborhood Mixed-Use includes individual commercial uses and small collections of commercial uses, located primarily away from major streets, that provide a range of neighborhood-oriented services in a compact pedestrian and bicycle-friendly setting.

**Parks & Open Space** - Parks and Open Space applies to public land or water areas generally free from development and primarily used for parks and recreation, natural resource conservation, transportation, historic, and scenic purposes. This use does not capture privately-owned and operated open spaces such as private golf courses and country clubs.

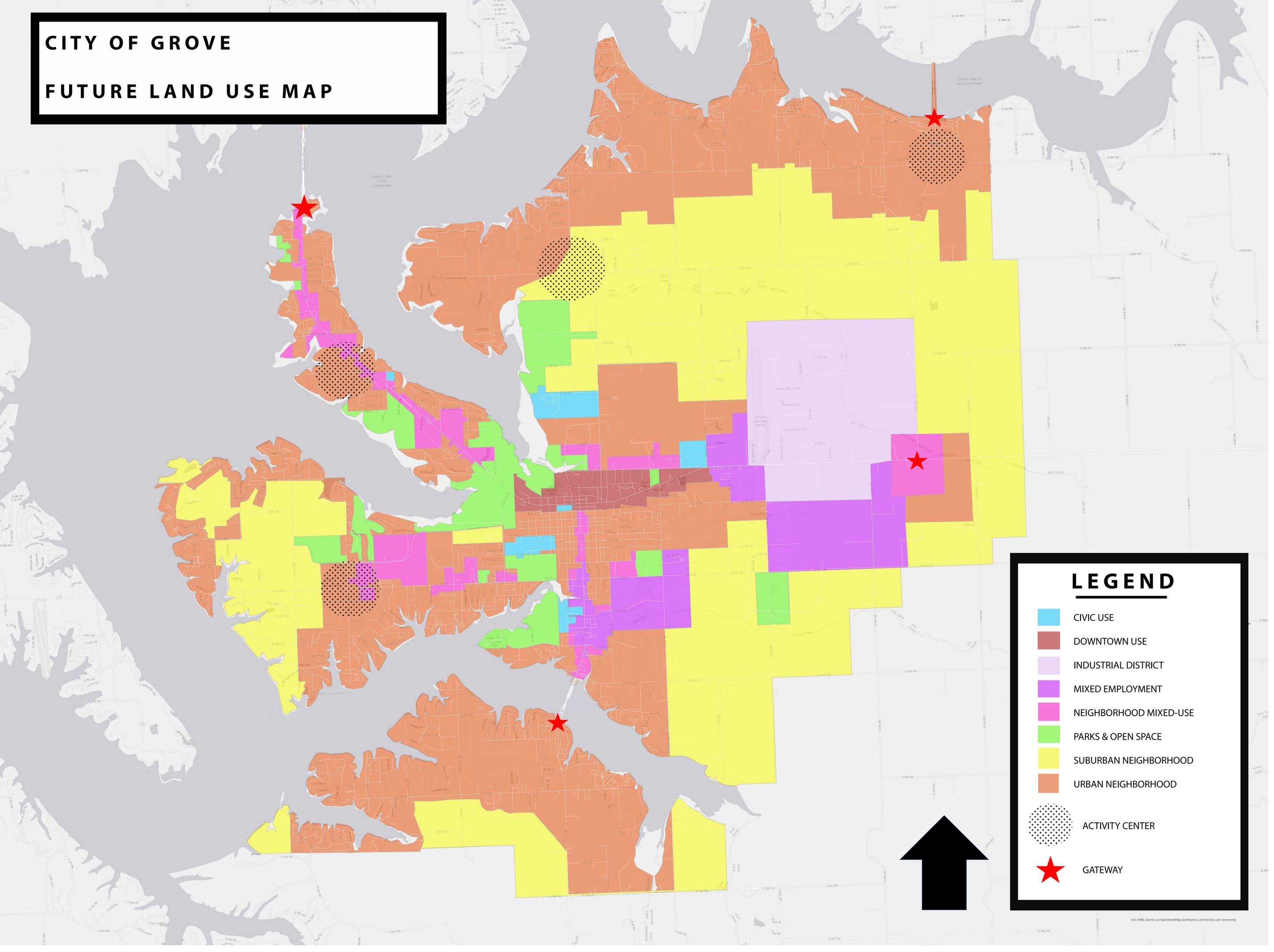
**Suburban Neighborhood** – The Suburban Neighborhood classification is comprised of predominantly single-family detached homes at low to moderate densities and includes amenities such as parks and recreational facilities, churches, schools, and neighborhood centers and are supported by infrastructure that encourages walking, biking, and public transportation use. Supporting agricultural uses, such as barns and stables are also appropriate. Suburban Neighborhood densities can range from:

- ❖ One (1) dwelling per ten (10) acres minimum; and
- ❖ Six (6) dwellings per acre maximum.

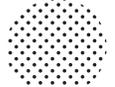
**Urban Neighborhood** - Urban Neighborhoods are predominately higher-density residential areas that contain a mix of lot sizes, housing styles, types, sizes, and land uses. Urban Neighborhoods may include small-scale institutional and public uses such as schools, community centers, and parks and small-scale neighborhood commercial and retail uses along with professional employment services. This mixture of residential and nonresidential uses are typically in close proximity to one another to promote a dense, pedestrian oriented, urban environment. Urban Neighborhoods are supported by infrastructure that encourages walking, biking, and public transportation use to surrounding neighborhoods and services.

*(continued)*

# CITY OF GROVE FUTURE LAND USE MAP



## LEGEND

-  CIVIC USE
-  DOWNTOWN USE
-  INDUSTRIAL DISTRICT
-  MIXED EMPLOYMENT
-  NEIGHBORHOOD MIXED-USE
-  PARKS & OPEN SPACE
-  SUBURBAN NEIGHBORHOOD
-  URBAN NEIGHBORHOOD
-  ACTIVITY CENTER
-  GATEWAY



RESOLUTION NO. 21 - 005

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA ADOPTING PRINCIPLES AND POLICIES, AS AN ELEMENT OF THE CITY OF GROVE COMPREHENSIVE PLAN UPDATE.

WHEREAS, the City Council recognizes the importance of planning for the future growth and development of the community and its surrounding areas; and

WHEREAS, achieving the City's vision for the future will be accomplished through the implementation goals, objectives, principles and policies, and implementation strategies; and

WHEREAS, the City Council has deemed that the Principles and Policies, have been formulated using the community's vision, goals, and objectives and provide the foundation for the implementation strategies of the Comprehensive Plan Update; and

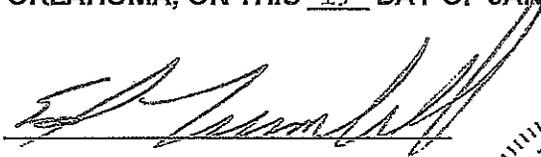
WHEREAS, the City of Grove solicited input from stakeholders and the general public when developing the Principles and Policies; and

WHEREAS, the City Council has deemed that the Principles and Polices herein reflect the community's desires for the future; and

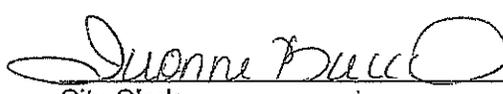
WHEREAS, the City Council after due study and deliberation, deems it advisable, to adopt the Principles and Policies as an element of the City of Grove Comprehensive Plan Update.

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Grove adopts these Principles and Policies as an element of the City of Grove's Comprehensive Plan Update, as documented in Exhibit A, attached to and made a part of this Resolution.

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF GROVE, OKLAHOMA, ON THIS 19 DAY OF JANUARY 2021.

  
\_\_\_\_\_  
Mayor

Attest by:

  
\_\_\_\_\_  
City Clerk





# Exhibit A

## Principles and Policies

### (an element of the Comprehensive Plan Update)



A comprehensive plan is a policy document that describes what City residents want the community to be in the future and charts strategies for achieving this. The plan serves as the foundation for decisions about City land use, infrastructure, and services and is organized into six (6) components:

1. **Vision statements** are broad but concise descriptions of what we want the community to be in the future. The vision statement serves as a foundation for goals, objectives, principles, policies, and strategies.
2. **Goals** provide concise statements of WHAT the community aims to accomplish over the life of the plan—for the next 20 years.
3. **Objectives** are more specific and are a subset of goals, providing measurable strategies. Objectives should not stand alone without a goal.
4. **Principles** are assumptions, fundamental rules, or doctrines guiding comprehensive planning policies, strategies, and implementation measures. Principles are based on community values, generally accepted planning doctrine, current technology, and the comprehensive plan’s objectives. In practice, principles underlie the process of developing the plan but seldom need to be explicitly stated in the plan itself.
5. **Policies** are “operational” actions that a community will undertake to meet the goals and objectives. Communities have many policies; some will relate to the comprehensive plan, while others may not. Keep in mind these policies may be existing or can be newly created within the planning process. Some policies will require further action by the local government such as an ordinance or resolution.
6. **Strategies** are a system of projects or services necessary to achieve plan goals, objectives, and policies.

The information in this exhibit documents the Principles and Policies, which have been developed with public input to achieve the Objectives, Goals, and Vision, previously established through public process. The table consists of three columns: column one lists the Objectives, column two lists the Principles that tie to the Objective, and the third column lists the Policies that tie back to the Principle. The final comprehensive plan document will include Strategies for each Policy. These Strategies will provide guidance for implementation.

\*\* Table cells highlighted with **bold** text indicate statements of special interest to the community.



# LAND USE

OBJECTIVES	PRINCIPLES	POLICIES
Utilize the City's Comprehensive Plan as a tool to guide development and decision making.	The City will utilize the Comprehensive Plan	Establish performance measures to analyze success of Comprehensive Plan policies
Ensure that new development, both residential and nonresidential, will be compatible with existing land uses in terms of use, density, building heights, scale, and offsite effects.	New development will be compatible with existing land uses	The City will explore Smart Growth Principles
		The City will utilize Intergovernmental Agreements
		The City will establish Capital Improvement Policies
		The City will provide adequate public facilities in conjunction with proposed development
		The City will use efficient and fair development fees and requirements
Preserve open spaces and other resources that characterize Grove's small-town atmosphere, outdoor recreation opportunities, and make Grove a great place to live.	The City will continue to invest in systems and activities that promotes its small-town identity and livability.	<b>Increase access to open space, parks, and recreation</b>
		<b>Preserve natural space in the City and surrounding area</b>
		Maintain character and distinctive community assets
Provide incentives to bring businesses to Grove.	The City will explore opportunities for public/private partnerships	Analysis investment gaps and foster opportunities that encourage private investments where needed within the community.
	The City will continue to promote Downtown as the heart/center of the City.	Implement streetscape and design standards downtown to enhance walkability
Develop marketing strategies for the reuse of vacant commercial buildings.	Encourage business growth in infill locations	<b>Continue to work on branding and strategies to attract new businesses</b>
Identify underutilized strategically located parcels for acquisition and redevelopment as parking facilities.	Analyze opportunities for parking where needed.	Prioritize locations for parking opportunities.
		The City will adaptively reuse targeted locations for parking opportunities.

# LAND USE

OBJECTIVES	PRINCIPLES	POLICIES
Establish design guidelines, such as façade criteria and building maintenance, that would ensure the compatibility of new development or redevelopment.	Maintain and enhance the City's unique character and sense of place.	Implement design standards and improvements within the City that is attractive to residents and visitors.
Promote the creation of business incubation opportunities	The City will focus on strategies to foster investment and entrepreneurship.	Strategize opportunities for new business opportunities
Create Business Improvement Districts, or other mechanisms to channel funding to security, maintenance, streetscape, marketing, parking, and other measures to strengthen commercial districts.	The City shall explore and establish alternative funding mechanisms.	Explore and develop programs that would provide alternative funding opportunities for businesses in Business Improvement Districts.
	Assess and create opportunities for Business Improvement Districts.	Explore and implement economic development strategies related to Business Improvement Districts.
	Promote infill and redevelopment	Support revitalization of underutilized properties
		Prioritize locations for infill and redevelopment  Develop processes that incentivize downtown development for existing underutilized properties.
Encourage and promote improvements to the community's infrastructure to support entrepreneurial enterprises related to evolving technologies, such as high-speed internet services throughout the community.	Explore evolving technologies and infrastructure that supports economic activities	Research and understand evolving technologies

# LAND USE

OBJECTIVES	PRINCIPLES	POLICIES
Promote activities to enhance the quality of existing goods and services that are being provided within the community.	<b>Support existing businesses</b>	Research and explore what infrastructure improvements are needed to support existing businesses.
Promote programs and initiatives that publicize the image of the City as a quality tourist destination.	<b>Continue to invest in activities that attracts people to Grove</b>	Continue to enhance collaboration between local agencies.
		Explore opportunities to create new partnerships to promote tourism and economic development.
<b>Encourage the development of bicycle paths to encourage foot traffic into activity centers and tourist attractions.</b>	Support walking and bicycling as a safe, east, and convenient travel option.	Participate in available State programs
		<b>The City will promote programs to develop bicycle and pedestrian facilities.</b>
<b>Encourage entrepreneurial enterprises such as a variety of lodging accommodations, attractions, entertainment, restaurants, and specialty shops.</b>	The City will focus on strategies to foster investment and entrepreneurship related to tourism.	Explore opportunities to create new partnerships to promote tourism and economic development.
		<b>Encourage investment that would strengthen new and existing development related to tourism and entertainment industries.</b>



# COMMUNITY CHARACTER

OBJECTIVES	PRINCIPLES	POLICIES
<p>Improve the appearance of the gateways leading into Grove and along its major corridors.</p>	<p>Enhance the community's pride and spirit through enhancing the community's sense of place.</p>	<p>Enhance and accentuate the community's gateways.</p>
		<p>Promote and when feasible incentives the development of mixed-use activity centers in focused areas near the community's gateway corridors. locale</p>
<p>Enhance the appearance of Grove's mature neighborhoods.</p>	<p>Enhance neighborhood livability.</p>	<p>Ensure that development is compatible and enhances positive qualities of adjacent existing neighborhoods.</p>
		<p>Promote additional new neighborhood services.</p>
		<p>Promote and to the extent feasible create relevant gathering places with new and existing neighborhoods and commercial areas.</p>
<p>Provide different experiences throughout the community – rural, suburban, shorefront, and urban character.</p>	<p>Create character related to specific areas</p>	<p>Provide wayfinding and streetscapes throughout community</p>
		<p>Encourage appropriate landscaping</p>
		<p><b>Require sidewalks with new development</b></p>
		<p>Ensure appropriate density</p>
<p>Promote a mix of housing for all households and income levels.</p>	<p>Create development opportunities for a mix of housing types</p>	<p>Provide an adequate supply of affordable housing</p>
<p>Promote a mix of housing for all households and income levels.</p>	<p>Creating development opportunities for a mix of housing types</p>	<p>Encourage the construction of diverse housing options within neighborhoods, ranging from multi-family units to single-family units, on a variety of lot sizes.</p>
		<p>Provide an adequate supply of senior friendly housing</p>

# COMMUNITY CHARACTER

OBJECTIVES	PRINCIPLES	POLICIES
<p>Support the development of services and activities close to where community members live.</p>	<p>Ensure residents have easy access to goods and services.</p>	<p>Develop livable, safe neighborhoods with a focused center and design for easy access to schools, shopping, and services.</p>
		<p>Integrate new neighborhoods into the broader community structure.</p>
		<p>Form an interconnected network of streets and sidewalks that includes automobiles, bicycles, and pedestrians.</p>
<p>Grove is Grove, not Oklahoma City or Tulsa! Ensure that any new construction or redevelopment is consistent with the character of the community.</p>	<p>Maintain and enhance Grove’s unique character and sense of place.</p>	<p>Street and other public spaces will be designed to include public amenities, such as; street furnishings, plazas, pocket parks, patios, sidewalks, pathways and public art.</p>
		<p>Promote the enhancement of community gateways.</p>
		<p>Maintain robust citywide design standards and guidelines.</p>
<p>Provide equitable distribution of neighborhood and community parks throughout the community.</p>	<p>The City will continue to provide a diverse range of parks and recreational opportunities.</p>	<p>Develop and adopt criteria and levels of service standards to ensure that adequate public facilities are available.</p>
		<p>Ensure recreational facilities and programs provide basic access and functionality for people of all ages and widely varying mobility and ambulatory-related abilities.</p>
		<p>Invest in community education efforts that provide a variety of easily accessible recreational programs and opportunities available at little or no cost to participants.</p>
<p>Ensure convenient access to trails and recreational opportunities.</p>	<p>Provide, maintain and develop a well- balanced system of parks, trails, opens spaces, and recreation facilities that are accessible and provide a variety of recreational opportunities to all residents and visitors.</p>	<p>Maintain and improve physical assets of existing parks.</p>
		<p><b>Design, construct, and implement bikeway and pedestrian trails</b></p>

# COMMUNITY CHARACTER

OBJECTIVES	PRINCIPLES	POLICIES
Ensure convenient access to trails and recreational opportunities.	Provide, maintain and develop a well-balanced system of parks, trails, opens spaces, and recreation facilities that are accessible and provide a variety of recreational opportunities to all residents and visitors.	Prioritize capital investments and recreation programming and partner with private entities for areas of greatest need for improved or expanded facilities or programs.
	Coordinate transportation plans, at includes trails, in management and investments with land use plans and decisions.	Promote neighborhood and community design that encourages physical activity.
		To the maximum extent feasible require development projects to provide public facilities in accordance their traffic and transportation impacts and require level of serves standards to be met.
		Plan, build and maintain streets, trails, intersections and sidewalks using sustainable design principles and best practices.
		Consider the land use context for transportation projects by incorporating design that is sensitive to existing and future land uses; considering environmental, scenic, and aesthetic values; and evaluating the potential equity impacts of projects.
	Build and maintain high-quality infrastructure that supports all modes of transportation.	Explore efficient and sustainable ways to allocate funding for transportation.
		Update and implement a Capital Improvement Plan (CIP) that coordinates the City's budget schedule and other strategic opportunities.
		Implement and require Complete Street Design Standards and Guidelines.
		Keep street and sidewalk design standards current with community values, new modes of travel, and Americans with Disabilities Act (ADA) guidelines.
		Explore efficient and sustainable ways to allocate funding for transportation, including trail systems.

# COMMUNITY CHARACTER

OBJECTIVES	PRINCIPLES	POLICIES
		<p>Develop a layered network for the community that designates a continuous, connected, efficient, convenient and comfortable network for golf carts, bicycling, walking, transit and vehicles.</p> <p>Construct and implement transportation improvement based on adopted plans, policies and the CIP.</p>
<p>Develop and maintain a system of multi-purpose parks, recreation, and open space facilities that meet the need of the community.</p>	<p>To the maximum extent feasible, the City will provide a variety of public and private high-quality outdoor and indoor recreational opportunities that are accessible to all residents.</p> <p>Adapt and expand parks, trails, open spaces and recreation facilities and programs to meet the needs of a changing community.</p>	<p>Develop and maintain and effective public and private partnerships to provide a system of parks, trails and open spaces that are distributed equitably throughout the community and accessible to all.</p> <p>Support an interconnected regional and local system of parks, trails and open space that balances recreational needs with environmentally sensitive areas. Where appropriate, place trails along streams and drainageways to connect to destinations such as schools, open spaces, neighborhoods and mixed-use centers.</p> <p>Seek input from the public and review recreation trends to adapt and expand existing and future facilities and programs to meet the needs of a changing population and community.</p> <p>Maintain and develop partnerships among City departments and other organizations to provide multipurpose parks and natural areas to maximize and leverage available resources.</p> <p>Pursue partnerships among City, and with other public and private organizations to develop versatile and joint recreational facilities in the future to maximize recreational offerings and available resources.</p> <p>Follow environmental best management practices for the maintenance of parks and recreation facilities.</p>

# LIVABILITY

OBJECTIVES	PRINCIPLES	POLICIES
<p>Create a greater mix of housing options in every neighborhood for all individuals and families.</p>	<p>Enhance neighborhood livability.</p>	<p>Enhance livability, by encouraging a variety of housing types and densities, including mix-use developments.</p>
		<p>Utilities zoning and density requirements to maximize the use of land for residential development.</p>
<p>Ensure city policies and regulations encourage every neighborhood to provide a complete range of housing options.</p>	<p>Create more opportunities for housing choices</p>	<p>Expand housing opportunities and options within existing neighborhoods.</p>
<p>Support special and affordable housing opportunities for the elderly and other special needs populations.</p>	<p>Improve access to housing that meets the needs of residents regardless of their race, ethnicity, income, age, ability or background.</p>	<p>Develop programs to monitor housing affordability.</p>
		<p>When feasible mitigate displacement, with an emphasis given to locations of infill and redevelopment.</p>
		<p>Specialized housing needs. Integrate residential-care and treatment facilities, supportive housing and senior housing throughout the community in areas well served by public and private amenities and transportation.</p>
		<p>When feasible support and encourage the private development of affordable housing by offering incentives, such as special assistance to offset the costs of development requirements and reducing barriers to the construction and rehabilitation of long-term affordable housing units.</p>
<p>Explore opportunities to provide incentives for developers and home builders to create quality housing that is affordable for low- and moderate-income households.</p>	<p>Promote a more inclusive and equitable community</p>	<p>Encourage public and private sectors to develop and maintain a diverse range of housing options that will provide a supply of attainable housing.</p>

# LIVABILITY

OBJECTIVES	PRINCIPLES	POLICIES
		<p>Integrate and distribute affordable housing options.</p> <p>Maximize the use of land for residential development to positively influence housing supply and expand housing choice.</p>
<p>Improve equitable access to resources that improve quality of life, including cultural and natural amenities, health care, education, parks, recreation, nutritious food, and the arts.</p>	<p>Promote a more inclusive and equitable community that encourages and celebrates diversity.</p>	<p>Celebrate the community’s diversity through activities that promote learning and understanding of different ethnic and cultural groups, such as working with partners and cultural leaders, co- creation of cultural events and activities, and responsiveness to community vision.</p> <p>Identify opportunities to promote acceptance, inclusion and respect for diversity.</p> <p>Include considerations for equity in decision making Processes. City actions or investments are shared fairly and do not disproportionately affect a particular group or geographic location over others.</p>
<p>Support and provide incentives for mixed-use development and housing units located close to transit.</p>	<p>Promote mixed-use developments that are transit oriented.</p>	<p>Require higher-density housing and mixed-use development in locations that are currently, or will be, served by transit in the future.</p>
<p>Ensure neighborhoods are safe, accessible, and well-connected for all modes.</p>	<p>Build and maintain high-quality infrastructure that supports all modes of travel.</p>	<p>Ensure appropriate investments in infrastructure and improvements in the following areas to achieve the City’s strategic goals:</p> <ul style="list-style-type: none"> <li>• Downtown District;</li> <li>• Mixed-Use Districts;</li> </ul> <p>Make regulatory and other incentives, within the City’s control, available only to projects that are consistent with the long-term vision for these districts in terms of density, intensity, overall mix of uses, and affordability.</p>

# LIVABILITY

OBJECTIVES	PRINCIPLES	POLICIES
<p>Ensure neighborhoods are safe, accessible, and well-connected for all modes.</p>	<p>Build and maintain high-quality infrastructure that supports all modes of travel.</p>	<p>Develop a layered network that designates a safe and connected network for golf carts, bicycling, walking, transit and vehicles.</p>
		<p>Maintain and update golf cart, Bicycle, Pedestrian and Transit Plans that expand upon the general principles and policies in the City’s Comprehensive Plan.</p>
		<p>Determine modal priorities and operational improvements based on the community’s changing needs.</p>
<p>Prioritize infrastructure improvements that allow for residents of all abilities to access and live in any neighborhood.</p>	<p>Ensure that transit is a safe, affordable, efficient and convenient travel option for people of all ages and abilities.</p>	<p>Provide a public transit system as financially feasible through public and private partnerships to provide transit service along major transportation corridors and activity centers.</p>
		<p>Provide reliable service throughout the transit system, but with an additional emphasis on routes through the use of various design and operating strategies, including bulb-outs, signal priority, streamlining of route patterns to minimize deviations and appropriately spaced bus stops.</p>
		<p>Pursue technology such as pedestrian blind-spot detection, autonomous and connected vehicles, electric and low emission buses and on demand vehicles.</p>
		<p>Connect public transit to other modes of travel strategically located near activity centers, where one or more transit routes and bicycle facilities intersect. Multimodal facilities should be utilized and may include elements such as golf cart and bicycle parking, bikeshare and park-and-rides, and curb space for shuttles and drop-off vehicles.</p>
		<p>Where feasible, provide paratransit in accordance with Federal requirements.</p>

# LIVABILITY

OBJECTIVES	PRINCIPLES	POLICIES
Promote efforts that make the city more attractive to working families by improving housing options and other services that are attractive to working families.	Ensure neighborhoods offer cultural, social, recreational, and economical opportunities for residents and businesses to thrive.	Promote the creation of affordable housing opportunities close to places of employment to facilitate the retention of the workforce.
Stabilize residents and businesses at risk of displacement through programs and policies that help them to stay in their existing community.		Promote incentives and strengthen programs to assist economically distressed owner-occupants in meeting housing code requirements.
Promote quality jobs and quality neighborhoods to attract quality residents.		Continue to plan for land uses to support and enhance Grove’s ability to attract quality development.
Provide thoughtful, yet diligent enforcement of regulations related to animal control, nuisance activity, and property maintenance.		Reduce the number of homeless pets through the provision of low-cost, high-volume spay and neuter services and pet retention education services.
		Assist and educate the community with questions and concerns about public health, safety and welfare within the built environment.
	<p><b>Stop, prevent and correct neglected, deteriorated property as to its effects on the appearance, quality of life within the neighborhood and overall property value.</b></p>	

# LIVABILITY

OBJECTIVES	PRINCIPLES	POLICIES
Support Grove Public Schools in its efforts to eliminate barriers to success and to provide high-quality education for all students regardless of their race, ethnicity, religion, gender, or economic status.	<b>Support an educated and engaged community</b>	Promote volunteering and philanthropy within the community.
Improve the quality, availability and affordability of early childhood care, education, and child development services.		Promote early and lifelong learning opportunities for all residents of the community.
<b>Partner with higher-education institutions to ensure residents have access to local, quality, higher-education.</b>		Collaborate with existing regional postsecondary and vocational educational agencies to help grow and strengthen their outreach and programs within the community.
Seek out opportunities to partner or attract educational opportunities from area the region or from across the State.		Promote capacity building through community-based learning.
Support transit programs that provide safe and reliable weekday access to educational opportunities.		Implement Safe Route to School programs
		Implement and require Complete Street Design Standards and Guidelines.
	Explore efficient and sustainable ways to allocate funding for transportation.	



# CONNECTIVITY

OBJECTIVES	PRINCIPLES	POLICIES
Continue to maintain a transportation improvement plan that addresses long and short-term needs.	Implement plans and procedures that address transportation and infrastructure related needs.	<p><b>Continue to maintain a transportation improvement plan that addresses long and short-term needs.</b></p> <ul style="list-style-type: none"> <li>• <b>Pavement management plan</b></li> </ul>
<p>Continue to implement ongoing transportation infrastructure maintenance and preservation programs.</p> <p><b>Monitor the growth patterns within the community in order to design and construct infrastructure improvements that address long-term needs concerning growth, land use, and sustainability.</b></p>		<p><b>Continue to implement ongoing transportation infrastructure maintenance and preservation programs.</b></p> <ul style="list-style-type: none"> <li>• <b>Pavement management plan</b></li> </ul> <p>Continue to link master transportation plan with comprehensive plan monitoring and analysis.</p>
Determine the purpose, time, destinations, physical improvements, and policies needed to achieve a given level-of-service and the costs and implication associated with that determination.	<p><b>Adopt Level of Service (LOS) Standards for City Roads and implement funding mechanisms to maintain given LOS standards and future transportation improvements.</b></p>	Adopt Level of Service Standards for City transportation system
Investigate the impacts constructing new infrastructure has on maintenance and operations activities and costs.		Address short-term and long-term strategies to reduce roadway clearance and stacking issues
Investigate all reasonable options for financing capital, operations and maintenance costs for transportation and develop an implementation strategy that recognizes funding realities and limitations.		Investigate implementing a development impact fee program and/or street oversizing program
Investigate implementing traffic impact study at time of development.		Investigate implementing traffic impact study at time of development.
Improve efficiency through monitoring traffic and updating traffic control systems		Pursue local and innovative financing options to assist in funding transit infrastructure investments.
Explore multimodal transportation solutions.	Explore and promote the development of multimodal transportation systems.	Improve efficiency through monitoring traffic and updating traffic control systems
		Determine levels of service for all roadway segments.
		Design transportation infrastructure holistically for all modal users.
		Encourage the adoption and implementation of local policies and ordinances to fulfill Complete Streets concepts.

# CONNECTIVITY

OBJECTIVES	PRINCIPLES	POLICIES
Evaluate the costs and potential impacts associated with the various modes of transportation.		<p>Investigate implementing traffic impact study at time of development to also include all modes of transportation.</p> <p>Investigate implementing a development impact fee program that includes all modes of transportation.</p>
Explore alternative transportation design patterns to help reduce vehicular congestion.	<p><b>Explore and implement design strategies and programs for needed transportation improvements.</b></p>	<p>Prepare Bicycle and Pedestrian Improvement Plan</p> <p><b>Develop pedestrian and bicycle path network that serves all segments of the community</b></p>
<p><b>Develop a right-of-way dedication program that is adequate for roadway construction and other public improvements needed.</b></p>		<p>Institute a program in conjunction with development approvals, which promotes and encourages the dedication, preservation, or other protection of rights of way for the existing and future major roadway network</p>
<p>Maintain and enhance the City's street grid pattern.</p>		<p>Develop and maintain regulations regulating the use of public right-of-way.</p>
<p>Minimize the use of dead-end streets that funnel traffic to one location.</p>		<p>Partner and coordinate with ODOT to research and develop right-of-way planning and preservation improvement policies.</p>
<p>Require sidewalk improvements to improve connectivity to the pedestrian infrastructure.</p>		<p>Explore options to restore the street grid or add new streets to larger blocks or tracts of land as part of new development or redevelopment.</p>
		<p>Consider elimination of gaps in the street grid when conducting development and area-wide planning.</p>
		<p>Improve local transportation across highways, including improving pedestrian, bicycle and transit accommodations across existing bridges and promoting adequate spacing and connectivity of local streets crossing highways.</p>
	<p>Restore the street grid when appropriate, taking advantage of opportunities to restore the street grid in conjunction with new development and through capital projects.</p>	
	<p>Explore options for new streets to be designed to connect to blocks or tracts of land as part of new development.</p>	
	<p>Update Municipal code to restrict the development of dead-end streets.</p>	
	<p>Prepare Bicycle and Pedestrian Improvement Plan</p>	

# CONNECTIVITY

OBJECTIVES	PRINCIPLES	POLICIES
		Encourage the adoption and implementation of local policies and ordinances to fulfill Complete Streets concepts.
Implement traffic calming strategies to increase pedestrian safety.		<b>Prepare Bicycle and Pedestrian Improvement Plan</b>
Update engineering and roadway design standards to provide enhanced safety, improved street character, and allow for appropriate traffic volumes.		Explore opportunities to implement streetscape improvements for traffic calming and improving pedestrian safety
Implement wayfinding signs for both vehicular and pedestrian traffic.		Continue to enhance bicycle and pedestrian safety through a community-wide collaborative Safe Routes to School program
Ensure adequate lighting, while respecting light pollution issues, for future and existing motorized and non-motorized transportation infrastructure.		Implement streetscape improvements in the Downtown area to slow and calm traffic and improve pedestrian safety
Encourage shared use parking and joint access with surrounding uses.		Develop and implement roadway street standards that enhance safety and improve character while supporting appropriate traffic volumes.
Create and apply a street classification system that works in conjunction with the Future Land Use Map.		<b>Develop and implement a city-wide wayfinding program.</b>
Develop and implement an access management plan for major streets within the transportation system that relate to limits set by the Future Land Use Map.		Add street lights where necessary to critical intersections, bus shelter stops, and neighborhood dark spots and maintain existing street lights to enhance safety.
	Coordinate land use with transportation planning.	Remove lights where they are unnecessary for safety and where a reduction in lighting would be an environmental enhancement.
		Analyze and implement a program to identify and better utilize parking in critical areas
		Continue to utilize and implement the Future Land Use Map and Master Transportation Plan
		Establish a flexible Access Management Plan that identifies and helps preserve priority corridors.



# CONSERVATION

OBJECTIVES	PRINCIPLES	POLICIES
<p>Encourage new development that is visually attractive and compatible with the natural beauty of the City.</p>	<p>The City will balance urban growth and development with the community's environmental integrity.</p>	<p>Encourage development and redevelopment projects that use smart growth principals.</p>
<p><b>Direct growth away from environmentally sensitive areas to save future public and private dollars spent on flood control, stormwater management, habitat restoration, erosion control, and water quality protection.</b></p>		<p>Ensure protection of existing trees when new development takes place.</p>
<p>Maintain buffering and visual separation between developed areas and adjacent semi-rural areas.</p>		<p>Follow environmental best management practices for the maintenance of parks and open space.</p>
<p>Preserve key scenic roadways, corridors and features and protect the visual beauty and semirural character of the roadsides.</p>		<p>Establish a framework to manage growth that protects both rural and urban character.</p>
		<p>Require special landscaping and preservation of mature trees between developed areas and semi-rural areas.</p>
<p><b>Encourage the conservation and protection of safe and adequate water supply areas, both above and below ground.</b></p>	<p><b>Manage water resources in a manner that enhances and protects water quality, supply and reliability.</b></p>	<p><b>Partner and collaborate with water service providers to ensure adequate, safe and reliable water supplies.</b></p>

# CONSERVATION

OBJECTIVES	PRINCIPLES	POLICIES
<p><b>Encourage the conservation and protection of safe and adequate water supply areas, both above and below ground.</b></p>	<p><b>Manage water resources in a manner that enhances and protects water quality, supply and reliability.</b></p>	<p>When feasible partner with efforts to enhance water conservation, efficiency and education programs. Consider new and revised land-use and site-planning standards to reduce water use in both new and redevelopment projects. Where possible, coordinate on programs and services to create consistent experiences for users regardless of their location and water service provider.</p>
		<p>Design stormwater systems to minimize the introduction of human-caused pollutants. Pursue educational programs and demonstration projects to enhance public understanding of pollution prevention efforts. Design tributary systems for water quality control with appropriate use of buffer areas, grass swales, detention ponds, etc. Include receiving water habitat restoration and protection in stormwater master plans in conjunction with habitat-mapping efforts.</p>
		<p>Pursue and implement Low Impact Development (LID) as an effective approach to address stormwater quality and impacts to streams by urbanization. LID is a comprehensive land planning and engineering design approach with a goal of minimizing the impact of development on urban watersheds using various techniques aimed at mimicking predevelopment hydrology.</p>
		<p>Utilize stormwater facility design criteria that follow national Best Management Practices (BMPs).</p>

# CONSERVATION

OBJECTIVES	PRINCIPLES	POLICIES
<p><b>Encourage natural drainage systems to maintain the natural character of ravines and waterways.</b></p>	<p>When possible assist with the management of Grand Lake and its tributaries as a diverse resource and when feasible assist to restore it as a functioning sustainable ecosystem.</p>	<p>Locate and design development and/or recreational facilities near Grand Lake maintain or enhance best views of the lake and its natural setting.</p> <p>Use development regulations, such as setbacks from natural features and performance standards, to conserve and protect natural resources along streams, shoreline, and drainage ways. Redevelopment in areas with natural resource values or potential natural values will consider the creation or enhancement of those values.</p>
<p><b>Support efforts and programs to control pollution.</b></p>	<p>The City should implement programs that address prevention, control, and treatment of environmental pollutants.</p>	<p>Apply cost-effective pollution prevention and zero-waste strategies that will help protect environmental resources. Design flood control, drainage functions, and stormwater management systems to minimize the introduction of human caused pollutants.</p> <p>Involve residents, stakeholders, and the public when developing citywide pollution control strategies.</p> <p>Determine priority pollutants of concern and the severity of problems associated with them.</p> <p>Implement compliance and enforcement programs for owners.</p>
<p><b>Evaluate water sources and water and sewer capacity for the desired growth of the City.</b></p>	<p>Ensure development occurs at a pace that the water resources can sustain, while reducing the potential for non-point source pollution in local waterways.</p>	<p>Recognize and manage floodplains with intent to provide balance between environmental protection and economic development.</p> <p>Develop and adhere to water quality standards, treatment practices, low-impact development stormwater quality practices, and procedures to provide the highest level of health protection that can be realistically obtained.</p> <p>Raise awareness of the importance of water pollution control among policy-makers and the public and encourage participation of all relevant stakeholders in decision making.</p>



# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
<p><b>Ensure support systems are in place to help strengthen existing businesses.</b></p>	<p>Support existing businesses in the community.</p>	<p>Work with local stakeholders to collaboratively identify programs and support efforts that will help existing businesses and new-business creation.</p>
		<p>Identify businesses and professions that are unique to the community and highlight those opportunities to drive economic development in the City. Showcase these local businesses and industries and work to promote awareness.</p>
<p><b>Encourage workforce development and training program partnerships.</b></p>	<p><b>Support the development of a skilled and qualified workforce that is well connected to employment opportunities in the city and region.</b></p>	<p>Ensure that the Future Land Use Map stays current and supports a mixture of housing and employment growth to allow for workers to have an opportunity to live in the community and reduce the needs of employers to rely on workers coming from outside the city and region.</p>
		<p>Collaborate with regional partners to align workforce efforts and educational institutions' offerings with local business needs to ensure that residents have the skills needed to support the local economy and have opportunities to grow in their career paths locally.</p>
		<p>Collaborate to help educate young residents about the wide variety of career opportunities available locally and inform them about educational opportunities for future careers.</p>
<p>Promote the continued development of diverse housing options.</p>	<p>Create more opportunities for housing choices.</p>	<p>Analyze barriers to the retention of businesses and employees, including access to affordable childcare and attainable housing.</p>
		<p>To enhance community health and livability, encourage a variety of housing types and densities, including mixed-used developments that are well served by public transportation and close to employment centers, shopping, services and amenities.</p>

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
<p>Promote the continued development of diverse housing options.</p>	<p>Create more opportunities for housing choices.</p>	<p>Reduce net energy and water use of new and existing buildings through energy-efficiency programs, incentives, building and energy code regulations, and electrification and integration of renewable energy technologies.</p>
	<p>Support entrepreneurship and innovation.</p>	<p>Support the enhancement of the community's economic base and primary job creation by focusing on retention, expansion, incubation and recruitment efforts that create jobs and import income or dollars to the community, particularly businesses in areas targeted for industry development or activity centers.</p>
		<p>Support the identification and refinement of services for our business customers by engaging businesses of all sizes and across all industries. The business community is an essential partner in fostering a vibrant, resilient and inclusive economy.</p> <ul style="list-style-type: none"> <li>• Business engagement should utilize best practices related to capital construction management, land use code decisions and capital project prioritization.</li> </ul>
		<p><b>Support programs that encourage residents to spend retail dollars locally before looking elsewhere for goods and services. Emphasize the retention and recruitment of retailers or development projects that have a positive impact on sales-tax generation, specifically focused on increasing retail- sales inflow and reducing retail-sales leakage.</b></p>
		<p>Focus on job diversity, retail sales-tax revenue and essential infrastructure/capital facilities when considering direct economic investments, because these community goals create a vibrant and resilient economy.</p>
<p>Maintain a diverse economy that is prepared to anticipate, innovate and proactively respond to cyclical economic fluctuations and changes.</p>		

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
<p>Promote the continued development of diverse housing options.</p>	<p>Support entrepreneurship and innovation.</p>	<p>Recognize and address the unique needs and impacts of the nighttime economy through collaborative efforts in the interest of safety, vibrancy and quality of life for all stakeholders. A well-managed nighttime economy, which includes nightlife, casinos, bars, entertainment, restaurants, and other evening activities positively contributes to the community's vitality.</p>
		<p>Support a regional innovation ecosystem that fuels business development and job creation by leveraging local assets including human capital, industrial base, physical infrastructure and quality of life.</p>
		<p>Explore National League of Cities Smart Cities Platform as a tool to help support the innovation ecosystem of Grove.</p>
		<p>Support and invest in the expansion of research and development institutions, business incubators, entrepreneurial networks, business development programs, and other physical assets necessary to support entrepreneurship. These assets should also include financial tools and capital to support innovation and entrepreneurship by leveraging local, state, and national grant programs and lending tools.</p>
		<p>Work with regional partners to collectively market Green Country as a center for innovation and highlight the range of strengths that can bring investment and employers to the region.</p>

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
<p>Promote the continued development of diverse housing options.</p>	<p>Support local, unique and creative businesses.</p>	<p>Work with the local business community to ensure that economic health strategies and plans are identified to improve the local economy.</p>
<p>Collaborate with Federal, Tribal, State and other local agencies to develop a toolkit of strategies and incentives that can be used to support development in targeted areas.</p>		<p>Identify and work with local entrepreneurs and creative enterprises to strengthen existing businesses and incubate new businesses. This will result in job creation, improved cultural awareness, and growth in the creative economy.</p>
<p>Coordinate the provision of supportive infrastructure in concurrence with new development.</p> <p>Evaluate new development impacts on existing infrastructure and services to ensure adequate capacity and compensation.</p>		<p>Identify businesses and professions that are unique to community and highlight those opportunities to drive economic development in the city. Showcase these local businesses and industry, in a promotional effort to increase local and national awareness of the local businesses.</p>
		<p>Prioritize locations for future development incentives</p>
	<p>Maintain growth that is well served by public facilities.</p>	<p>Establish Capital Improvement policies by developing a multiyear capital improvement plan and update it on a regular basis.</p>
		<p>Provide adequate Public Facilities to direct growth to desired locations.</p>
		<p>Establish an efficient and fair system of fees and development requirements related toward emphasizing that growth pays its own way.</p>

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
Encourage efforts to link the region with major transportation networks.	Explore and develop transportation related partnerships	<p>Collaborate with state and regional transportation agencies.</p> <p>Explore opportunities to create and expand new partnerships within the region.</p>
Coordinate infrastructure investment strategies of government, business, and local institutions.	Coordinate infrastructure strategies.	<p>Coordinate transportation operations, planning and improvements with the State, the County, neighboring jurisdictions and all transportation planning agencies to ensure the City's interests are well represented in regional planning strategies, policies, and projects.</p> <p>Explore possibilities to adequately utilize infrastructure investments in coordination with other development projects</p>
Pursue special opportunities for alternative modes of transportation to serve as attractors themselves, such as care and bicycle sharing and bicycle/pedestrian facilities and amenities.	Promote alternative modes of transportation appropriate to the community.	Pursue special opportunities for alternative modes of transportation to serve as attractors themselves.
<b>Promote existing attractions.</b>	Strengthen the region's tourism industry.	Promote existing attractions.
<b>Promote a variety of additional year-round tourist attractions.</b>		<b>Promote a variety of additional year- round tourist attractions.</b>
<b>Focus resources on future tourism initiatives, including those identified in the community visioning process.</b>		Continue to collaborate and support branding efforts promoting the Comprehensive Plans Vision Statement and that Grove is America #1 Lake Town.
		Explore and pursue opportunities to create new venues such as: Outdoors amphitheaters, Conference /Convention Center, and smaller scale event centers.
		Focus resources on future tourism initiatives, including those identified in the community visioning process.

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
Foster enhanced recreational access to local attractions as an economic development strategy.	Strengthen access to regional attractions.	Enhance recreational access.
		Encourage lodging opportunities near attractions and activities
		Collaborate to create and promote the “fun routes” that focus on themes, attractions and points of interest.
Promote redevelopment of existing vacant, underutilized, and brownfield properties.	Promote infill and redevelopment.	Create an inventory of buildable lands.
		Create an inventory of brownfield properties.
Promote utilization of development-ready sites.	Promote infill and redevelopment.	Promote and incentive redevelopment of underutilized properties.
		Prioritize locations for Infill and Redevelopment.
Evaluate potential commercial and industrial development sites, based on the Future Land Use Map.	Cluster commercial and industrial development into activity centers and focus areas.	Prioritize and incentivize redevelopment and development into focused commercial and industrial areas.
Protect development potential of commercial and industrial sites.		
<b>Promote aeronautical and industrial park development at the Grove Regional Airport.</b>	Cluster industrial development into focus areas.	Establish the Industrial Park and Grove Regional Airport as focus areas.
		Establish incentive programs within the Industrial Park and Grove Regional Airport.
		Establish Design Standards and Guidelines that promote the aeronautics theme within airpark and surrounding area.
Utilize techniques that help with traffic safety and address drainage problems.	Utilize Best Management Practices related to transportation.	Establish transportation development standards to manage safety and drainage issues.
Promote a sense of safety and belonging for all sectors of the community.	Encourage a common goal to support community health and well-being among differing groups of residents and interest groups.	Ensure every resident, employee and business has equal access to healthy living resources and opportunities.
		Take steps to create an active living & healthy eating working group that will continue to champion the health and wellness-related implementation strategies included in this plan.

# VITALITY

OBJECTIVES	PRINCIPLES	POLICIES
Identify barriers to participation in the community and access to amenities and service.	Ensure equitable accessibility to amenities and services.	<p>Promote a people-friendly design of buildings and spaces that remain accessible to all.</p> <p>Review and amend City ordinances as necessary to promote equity.</p>
Continue to engage, empower, inform and educate citizens through meaningful public participation processes that encourage community and stakeholder collaboration.	Promote transparency in local government processes and procedures.	<p>Develop transparency standards.</p> <p>Develop policies related to public information sharing.</p> <p>Include public engagement in development processes.</p>
<b>Ensure that all residents and workers have convenient access to safe and attractive places for recreation and exercise.</b>	Ensure equitable access to recreation and exercise throughout the community.	Ensure recreational facilities and programs provide basic access and functionality for people of all ages and widely varying mobility and ambulatory- related abilities.
Reduce barriers to physical activity experienced by populations with limited access to physical activity areas and safe routes for active transportation.		<p>Invest in community education efforts that provide a variety of easily accessible recreational programs and opportunities available at little or no cost to participants.</p> <p>Provide safe and convenient opportunities for physically active transportation.</p>
Create opportunities for all residents to connect with each other.	Prioritize connectedness and social interaction among residents.	<p>Create strong neighborhoods and communities that foster communication and interaction among residents and create a culture of inclusion.</p> <p>Provide for convenient social gathering places accessible to residents by walking and biking.</p>
Support walking and biking to school.	Provide children with active lifestyle opportunities.	Encourage Safe Routes to School programs to enable children to walk and bike to school safely.

